



**MASTER THESIS**

**DEVELOPING STRATEGIC BRAND MARKETING COMMUNICATIONS THROUGH WINE  
TOURISM: HOW A BIODYNAMIC WINERY AND RURAL HOTEL IN MALLORCA CAN  
SPREAD ITS WINGS**

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## TABLE OF CONTENTS

<b>1</b>	<b>INTRODUCTION</b>	<b>1</b>
1.1	Company Biography	1
1.2	Situational Needs and Justification for Project	5
1.2.1	Plan Methodology	6
<b>2</b>	<b>RESEARCH AND ANALYSIS</b>	<b>7</b>
2.1	External: Market Conditions, Context and Environment	7
2.1.1	Overview of the Touristic Market in Mallorca	7
2.1.1.1	Tourists Who Settle on the Island (Foreign Resident Population)	9
2.1.1.2	Location of Porreres	9
2.1.2	Agro-tourism Context	10
2.1.3	Wine Tourism Context	11
2.1.4	Overview of the Global Wine Industry	13
2.1.4.1	Biodynamic and Organic Wine Market	16
2.1.5	Direct to Consumer Wine Sales Methods	19
2.2	Internal: Situational Analyses and Benchmark Performance Statistics	22
2.2.1	Hotel Specific	22
2.2.1.1	Guest Profile	22
2.2.1.2	Booking Channel Distribution	24
2.2.1.3	Historical Reservations Data	25
2.2.2	Winery Specific	25
2.2.2.1	Customer Profile	25
2.2.2.2	Product Analysis	26
2.2.2.3	2018 Production	26
2.2.2.4	Sales Distribution	26
2.2.2.5	2018 Wine Shop Sales	26
2.2.3	Email Database	26
2.2.4	Online Presence, Visibility and Reputation	27
2.2.5	Customer Survey Results	27
2.2.6	Competitor Analysis	28
2.3	Key Findings	30
<b>3</b>	<b>STRATEGY PROPOSAL</b>	<b>31</b>
3.1	Goals and Objectives	31

3.2	Target Markets	32
3.3	Positioning Statement	32
<b>4</b>	<b>TACTICAL AND ACTION PLAN</b>	<b>33</b>
4.1	New and Improved Products and Services	33
4.2	External Communications	35
4.3	Internal Communications	36
4.4	Sales, Promotions and Special Events	37
4.5	Essential Tools and Costs	38
<b>5</b>	<b>RESULTS AND DISCUSSION</b>	<b>39</b>
5.1	Achievements and Advancements During Internship	39
5.2	Challenges and Limitations	40
<b>6</b>	<b>CONCLUSION</b>	<b>41</b>
<b>7</b>	<b>BIBLIOGRAPHY</b>	<b>43</b>
<b>8</b>	<b>APPENDICIES</b>	<b>45</b>
	Appendix A: Location and Property Maps	45
	Appendix B: 2015 Tourist Arrivals to Mallorca by Country	46
	Appendix C: 2017 World's Top Wine Importing Countries	47
	Appendix D: Can Feliu Winery Product Analysis	48
	Appendix E: Can Feliu Online Analysis	50
	Appendix F: Customer Survey Responses	51
	Appendix G: Can Feliu Competitive Set Analysis Grids	57
	Appendix H: Can Feliu Brand Standards	62
	Appendix I: Tasting Bar Concept Planning Documents	65
	Appendix J: Website Content and Functionality Analysis with Recommendations	69
	Appendix K: Suggested Property Signage	73
	Appendix L: Tasting Room and Wine Shop Photos	75
	Appendix M: Old Marketing Materials	77
	Appendix N: New Marketing Materials	78

## LIST OF FIGURES

Figure 1: Top Wine Importing Countries' Import Share of Wine Type 2017	14
Figure 2: Wine Consumption per Capita per Year, 1920 – 2016, Select EU Countries	15
Figure 3: Per Capita Expenditure on Wine, 2013-2015, USD, Per Year	15
Figure 4: Countries of Residence of Can Feliu Hotel Clients 2014-2018	23
Figure 5: Age Distribution of Can Feliu Hotel Guests 2014-2018	23
Figure 6: Can Feliu Hotel Client Marketing Language Distribution (Based on Country of Residence)	24
Figure 7: Booking Channel Distribution Reservations 2014-2018	24

## LIST OF TABLES

Table 1: Share of <i>Agroturismo</i> (AG) Type Accommodation in Mallorca (2015)	10
Table 2: Mallorca Wine Tour Companies	12
Table 3: Wine Tourist Profile for Wine Routes in Spain	13
Table 4: Can Feliu Hotel Reservations Data 2014-2018	25
Table 5: Can Feliu Competitive Set Scores 2019	29
Table 6: Can Feliu SWOT Analysis	30
Table 7: Can Feliu Strategic Goals and Objectives 2019	31
Table 8: Can Feliu Target Markets by Category	32

## **ABSTRACT**

In this master's thesis, a strategic brand marketing communications plan is researched, strategized, proposed and partially implemented for Can Feliu Ecoagroturismo and Bodega located in Mallorca, in the Balearic Islands of Spain. The plan within was developed during a 600-hour work-study internship period, which was a practical manifestation of the academic knowledge acquired during the course of completion of the International Master on Wine Tourism Innovation (WINTOUR) program. Wine tourism is framed as an essential means to accomplish principal business goals aiming at growth in revenues, but not by production increases. Furthermore, the market conditions, context and environment under which this type of growth must occur are considered, such as the overall touristic market in Mallorca, tendencies in wine and agro-tourism in Spain, the global wine market in key countries, marketing strategy for biodynamic wine, as well as direct to consumer wine sales methods. An internal analysis of the current situation and performance of the company is made, which leads to the development of a set of brand standards and creation of new wine tourism products for the company. A detected lack in online presence and visibility informs a proposal of online marketing communications tactics. New online tools to accomplish tactics are presented. Results of the plan's in-progress implementation trend positive.

**Keywords:** Mallorca, Wine Tourism, Biodynamic Wine, Wine Marketing, Brand Strategy, Agro-tourism, Wine Communications, Direct to Consumer Wine Sales

## **LIST OF ABRIVEATIONS**

**SBMC:** Strategic Brand Marketing Communications

**SWOT:** Strengths, Weaknesses, Opportunities, Threats

**PASTA:** Problem, Analysis, Strategy, Tactics, Actions

**WTP:** Willingness to Pay

**ATB:** Balearic Island Tourism Agency

**DTC:** Direct to Consumer

**OTA:** Online Travel Agency

**KPI:** Key Performance Indicator

## 1 INTRODUCTION

This master's thesis is a practical manifestation of the academic knowledge acquired during the course of completion of the International Master on Wine Tourism Innovation (WINTOUR) program. It is a result of the strategic activities performed during a 600-hour work-study internship period intended to provide mutually beneficial, applied learning experience for both the company where the internship was performed and the student who is hosted, with the aim of further developing the company's wine tourism sector.

In this particular work, a strategic brand marketing communications plan is researched, strategized and proposed for Can Feliu Ecoagroturismo and Bodega located in Mallorca in the Balearic Islands of Spain. Due to the time restraints of the internship period, only the partial implementation of the plan's strategy can be presented within the confines of this work, followed by a discussion of potential results while highlighting the challenges and limitations of implementing such a plan for the company, and finally, some essential conclusions are drawn on the project as a whole.

### 1.1 Company Biography

Can Feliu (Son Dagueta, S.L.) is a multifaceted, family company rooted in the interior of the island of Mallorca, in the Balearic Islands of Spain. The business is comprised of four operations: an Ecoagroturismo (rural hotel), a winery, an olive oil mill and an agricultural services sector. It is co-owned and operated by two brothers, Carlos Feliu (who manages the winery, olive oil mill and agricultural services) and Xavier Feliu (who manages the hotel and general business administration). For the purposes of this work, only the sectors of the business relating to wine and tourism are considered. The latter agricultural services, will not be examined as part of this plan.

At the very foundation of the business, is the property itself, an old *finca* or farm held by the Feliu family since the 1700s. It includes several hectares of vineyards and is home to citrus groves, olive trees, a plum and apricot orchard, a vegetable garden, and a stock yard of farm animals (pigs, cows, horses, free-range chickens and donkeys). By simply listening to the sounds of the

property (hens cooing, roosters crowing, birds chirping, donkeys grunting) it is easily detectable there is an effort made to foster biodiversity on-site.

One of the most essential aspect of the business is that the property and its commercially produced products are certified Demeter Biodynamic, meaning that everything cultivated and processed there, including the grapes for wine, adheres to the guidelines and regulations set forth and monitored by the Demeter International quality certifying board. The Demeter Biodynamic certification was obtained in 2011 and before that, the property was certified organic according to European Commission standards since 1998 when the modern business agricultural activities began. Cultivating with biodynamic practices means zero synthetic chemicals or fertilizers, pesticides, herbicides or fungicides are applied, and sustainable production methods are prioritized. The rural hotel derived its name, Can Feliu Ecoagroturismo, based on this agricultural philosophy.

### **Ecoagroturismo**

The rural hotel opened to guests in 2006. Operated on a seasonal schedule, each year the property opens its doors in March (usually late March) and shuts down for the winter in November. Divided amongst three buildings, the hotel has eight guest rooms on offer under the “hotel”. The two main guest houses are restored, traditional Mallorcan estate homes. Although all the guest rooms are updated with modern amenities (refrigerators, updated bathrooms, heating and air-conditioning, television/cable, Wi-Fi), the traditional style and finishes have been kept. Exterior/interior stone constructed walls and large oak ceiling beams provide an authentic Mediterranean atmosphere set amongst well-manicured and verdant gardens. Stone terraces, three outdoor barbeque areas, a children’s play house and a large outdoor pool all look out on to the on-site vineyards. In brief, the setting is exceptional for this type of accommodation.

Services provided by the hotel include: room-only (with breakfasts and dinners optional for guests to add-on each day as they choose) and room with half-board (breakfast and dinner included each day). A buffet breakfast is offered each morning (8:00 – 10:30 AM) featuring some bounties of the property as available (fruits and eggs), although the produce from the property cannot supply nearly enough to sustain the food services of the hotel, so outside purchasing is made. Additionally, a dinner menu is offered each evening (7:30 PM) based on guest interest, including on Wednesday nights, a paella show-cooking themed dinner and on Fridays, a barbeque with wine tasting and tour of the winery. Dinner menus are based on local Mallorcan, Mediterranean

and Spanish cuisines and include Can Feliu wine, although dishes and wines are not paired. Private event planning and services can be arranged for groups staying at the hotel as well. An “honesty bar” (where guest take items and write-down what they took to be charged on their room bill later) offers anytime snacking, bottled drinks, a quick coffee/tea or bottle of Can Feliu wine. There is also a communal kitchen located in the common area for guests to prepare simple meals. The hotel is dog and family friendly. Bikes are also available for guest to use free of charge. All of these services are offered by a minimal staff of two full-time administrative positions and two full-time servers/housekeeping positions and two part-time cooks. Another handful of staff is kept for property maintenance and gardening.

### **Bodega**

In 2004 Son Dagueta, S.L. obtained a commercial winery license and the Can Feliu bodega was officially established with an inaugural vintage of 9,000 liters of Cabernet Sauvignon. The year before, in 2003, Carlos Feliu had tried his hand at winemaking for the very first time, producing 900 liters of Cabernet Sauvignon. The grapes to produce this wine came from organic-cultivated vineyards on the Can Feilu property, planted circa 1999. In previous years, the grapes from these vines were sold to another producer. It was in 2003, when the buyer of the grapes suddenly pulled-out of purchasing that year’s harvest, that Carlos decided to produce wine himself from his own grapes. After achieving excellent results in the wine from this vintage, the wine production side of the Can Feliu business was born and has been advancing every year since.

The 2.5 hectares of Cabernet Sauvignon which were planted in 1999 were the first vines on the Feilu property in over 100 years. Traditionally, there were vineyards dedicated to the production of wine on the very same *finca* property. However, the 19<sup>th</sup> century Phylloxera epidemic twisted the fate of the family. Phylloxera is a vine-killing root louse indigenous to the Americas. This insect arrived in Europe as a result of exchanges in botany between the “new world” of the Americas and the “old world” of Europe during the turn of the 19<sup>th</sup> century. The story was no different for the Feliu family. And, although, a natural solution was discovered to manage the presence of this pest (grafting European vine varieties on to immune American vine variety root stalks), by the turn of the 20<sup>th</sup> century, the damage was done and the family had already converted their land to other uses and crops such as cereals, grains and olive and carob trees (Bodega Can Feliu, 2019).

This historical period of vine growing for the Feliu family coincided with winemaking. A wine cellar in the center of the village of Porreres dating from 1790 has been recorded as the historical



production site for the wine made from the grapes cultivated on the *finca* (Bodega Can Feliu, 2019). Today, this cellar is still in the family holdings and remains virtually as it always was. Today, however, no wine making occurs in this cellar, only wine aging. There is essentially no other function for this facility for the business. The actual winery facilities are situated on the *finca* property.

In present day, Can Feliu winery produces upwards of 80,000 liters of wine per year and has a maximum capacity towards 100,000 liters of production at their current facilities. A total of 25 hectares of vineyards are managed by the winery and fuels the wine production. From the beginning of Can Feliu's commercial wine production, all wines have been produced as certified organic, and since 2010 all wines have been produced according to the Demeter Biodynamic quality standards (certification obtained in 2011 and maintained every year since). All wines are designated under the Protected Geographical Indication (IGP) of *Vi de la Terra Mallorca*. An additional mark of the wine's quality are the several prestigious awards and metals that have been won at international competitions.

The majority of wines produced are red-blends from the following varietals (in order of significance): Cabernet Sauvignon, Merlot, Cabernet Franc, Syrah, Callet, Petit Verdot and Monastrell. Whites and rosés are also produced. The following are the white varietals (in order of significance): Chardonnay, Sauvignon Blanc, Viognier, Prensal Blanc and Grió Ross. Beyond producing the Can Feliu house label of *Alè and d'Alens* wines, the winery produces private label wines for individual and commercial clients. Can Feliu also offers a barrel club where individual clients can design their own blend and wine label. And, for those with their own vineyards (usually foreign owners of small *fincas* with small plots of vines), Can Feliu offers vineyard management and winemaking services. A year-round staff of one oenologist and two cellar hands, working under the direction of ownership, is kept. Further details on the winery's current model are provided in the internal analysis section.

### **Tasting Room and Wine Shop**

Attached to the winery is a small retail shop and tasting room, the likes of which seem to have been in a perpetual set-up phase over the past couple years. The tasting room was operating on an appointment only basis (offer detailed in the winery product analysis further on) and was mainly being used for ownership to host major winery clients for complimentary tasting while conducting business. Upon arrival to the internship, the state of the shop and tasting room was bleak. These

were essentially closed to the general public during the winter like the hotel, with no dedicated staff, and at the beginning of the season in March 2019, when it came time to open, it needed a lot of cleanup and organization to be minimally operable to receive clients. Therefore, the first few weeks of the internship period were dedicated to this effort.

### **Olive Oil Mill**

A new venture for the company, which started in 2018, was the installation of a brand-new, top-of-the-line, olive oil mill on property. Although Can Feliu is not new to the production of olive oil, this was a major turning point in their product quality. In the past, without a private mill, the local cooperative mill was solicited to process the olives into oil. Now, all factors can be managed in an optimal way to obtain the desired high quality, without potential contamination of other commercial oils in the cooperative. The olive oil (produced under the name Son Naava) is also certified Demeter. Currently, the company does not offer any official touristic products surrounding the olive oil mill as it is still in the set-up phases.

## **1.2 Situational Needs and Justification for Project**

With the intention of developing a relevant and accurate internship project, the need for a strategic brand marketing communications plan (here on out referred to as the SBMC plan) was assessed based on Can Feliu's company biography and current situation, which point to the company's overall goal to grow the business in revenues, but not necessarily in size or production. Namely, to concentrate efforts in "quality versus quantity." Thus, the following business goals were detected: to increase the brand's quality perception and product demand, seeking the pursuant justification to raise prices, adjust the sales channel distribution of products to ensure better gains for the company, and increase efficiencies in sales. To help achieve such goals, precise marketing actions and communications directed towards the right publics are essential. This is the cornerstone of this thesis.

Wine tourism is framed as a key means to accomplish these key, aforementioned business goals within the scope of this plan. Furthermore, the market conditions, context and environment under which this type of growth must occur are considered, an analysis of the current situation and performance of the company is made, and a focused brand marketing and communications strategy with tactics and actions that address the identified business goals is proposed.

In addition to developing the BSMC plan, the need for personnel to handle wine tourism operations at the winery was evident, therefore, the vast majority of the internship period was also spent developing, organizing and running the winery tasting room and wine shop in conjunction with forming the basis of this thesis. This hands-on experience in daily operations provided essential insights as to the functioning of the business which are, in return, invested in this plan and help to inform and justify the strategic actions later proposed and implemented.

### **1.2.1 Plan Methodology**

To give direction to the development of the Can Feliu SBMC plan, the PASTA method was used as a structural guide. This method is detailed below as it was applied to this work:

- 1. Problem (P):** Before the project was initiated, an interview and site visit was conducted with Carlos Feliu. This identified the problem for which the SBMC would target a solution. The company has more than reached the maximum size in production to continue operating on its current model (roughly the same staff size, keeping the current hotel and winery facilities and equipment etc.) Therefore, the growth which is targeted by the owners must come from deriving more profit from the same production.
- 2. Analysis (A):** Next, a thorough analysis was conducted. The aim of the analysis was to fully understand the current market conditions relating to the sale of company products and the current business model/state of the company. Additionally, it aimed to provide information for the business owners on topics which are of particular interest to them with concern to possible, future directions for the business. To complete the analysis, research of related articles and publications on the relevant subjects was carried out using university library and public resources. First hand, internal research was conducted as well by a customer survey and discussion with current staff members concerning the systems and processes in place and with external firms managing tools such as the reservations system and website. Raw data was extracted, processed and analyzed for benchmark statistics from the company's available systems. Excel was used to consolidate and clean the extracted data and create graphs.
- 3. Strategy (S):** The strategy proposal for this plan identifies target markets to develop tailor product messaging. Goals and objectives were defined in relation to the overall business goals and based on the benchmark statistics from the analysis. Key performance indicators were set to track the impact of the plan's execution. A branding guideline is also developed to guide and inform all pursuant plan actions.

4. **Tactics (T):** The marketing communications tactics proposed in this plan directly correspond to the plan's strategic objectives.
5. **Action (A):** Needed actions to execute the plan have been defined according to each proposed tactic. The resources and tools that are called for to follow-through on the tactics are disclosed, and should be within reach with a reasonable budget, ideally with the expenses of, to be replenished by achieving the plan's objectives.

## **2 RESEARCH AND ANALYSIS**

In order to define a strategy for Can Feliu's brand marketing and communications, it was important to paint a realistic background of the conditions, context and environment in front of which any strategies would have to be rolled-out. To do so, both the external and internal situations are examined as they relate to the relevant fields in which the current and potential products and services of Can Feliu operate.

### **2.1 External: Market Conditions, Context and Environment**

Both the Can Feliu rural hotel and winery operate in two very densely populated and competitive commerce spaces. One, in tourism accommodation and services in Mallorca in Balearic Islands, a classic "sun and sand" destination in Spain, and the other, wine production in Spain, the world's largest exporter of wine (OEMV, 2018). Furthermore, both operate in niche sub-markets within these greater markets; agro-tourism accommodation and biodynamic wine respectively, a circumstance which can serve as a beneficial differentiator, but also provide a greater marketing challenge.

#### **2.1.1 Overview of the Touristic Market in Mallorca**

Spain is the third most visited country in the world (Balearic Islands Tourism Board (ATB), 2017). And within Spain, the Balearic Islands is the 2<sup>nd</sup> most visited region, welcoming over 15 million tourists per year, 80% of which are international tourists, by large from Germany, followed by the UK, Italy, France, Nordic countries and Benelux (ATB, 2017). This makes tourism the main economic activity on the Balearic Islands by far. Among the five islands, Mallorca receives the vast majority of these tourists, around 10 million per year (ATB, 2017).

According to the 2017 Regional Context Survey conducted by the Balearic Islands Tourism Board (ATB), the profile of tourist who chooses the Balearic Islands falls within 25 - 64 years of age and is likely to be a repeat visitor (2 out of 3). These tourists mainly book through packages via

Germany or Great Britain two to six months before arrival (60%), and often only one month or less before arrival (40%) and stay in 3-4 star hotels for an average of 7 nights. Generally, arrivals to the islands are by air (only 4% are maritime). And, with whom these tourists travel, is divided among friends (36.5%), adult significant other (26.9%) and family with and without children (24.6%).

As explained in the ATB's report on the 2017 Regional Context Survey, the main model of tourism for the Balearic Islands is (and has been for decades) sand and beach mass tourism. However, in recent years, there has been a major push to develop more niche products, for instance, in sports (such as golf, sailing and cycling), outdoor recreation and rural and agro-tourism. Mallorca, in particular, has become a major enclave for cycling tourism with some 200 hotel establishments dedicated to this class of tourist which welcome well over 200,000 tourists per year, a number projected to grow steeply in coming years (Mallorca Daily Bulletin, 2017). And in the future, sights are strategically set to increase product offers in areas such as cultural, wine and oil, gastronomic and active tourism, to name a relevant few.

Another major focus for the islands is to attempt to shift to a more sustainable development model in tourism, partly by attracting tourists to visit in the fringe and off-season, i.e. months of November-March. Development in these niche markets, in which the activities are not directly related to summer months, like gastronomy, culture and nature, is expected to fuel this effort. To address exactly this, in March 2017 the ATB launched the "Better in Winter" campaign. A multifaceted promotional push targeting international media and tour operators, to entice pick-up in winter months and highlight the lesser-known side of the Islands' touristic offer. In conjunction with the campaign, the regional government has positioned almost one million euros in funds for collaboration and sponsorship agreements to promote related products integral to these efforts.

Mallorca's significant visitor nationalities consist of 37% German, 23% from the United Kingdom, 12% Spanish and 7% from Nordic EU countries (Denmark, Finland, Iceland, Norway and Sweden) (Statistical Institute of the Balearic Islands (IBESTAT), 2018). Consult **Appendix B** for a full table of figures of Mallorca tourist arrivals. The vast majority of these tourists arrive to the island by air. Based on the latest stats available from IBESTAT, just 6% of tourists arrived to Mallorca by sea (cruise ship or ferry) in 2015. Yet, sea seems to be a growing mode of transport to reach Mallorca. The number of arrivals by sea is up by 47% in 2018 (784,588 arrivals) when compared to 2015 (535,393 arrivals).

Having established from where and how Mallorca's visitors arrive, it is relevant to search for insights on these visitors' choice of destination. As depicted in a 2002 study conducted by M. Kozak, which studies the key motivations for German and British tourists visiting Mallorca, both groups' top reasons to visit concentrated on the theme of relaxation which includes (in order of significance) enjoying good weather, relaxing, spending time with friends/family/loved ones, and to emotionally and physically unwind. The study also revealed some differences in motivations between German and British visitors, for example, Germans are significantly more inspired to engage in physical activities while visiting Mallorca, especially in order to "get close to nature," while British visitors are more inclined by pleasure-seeking and social aspects such as "mixing with fellow tourists" (Kozak, 2002).

#### **2.1.1.1 Tourists Who Settle on the Island (Foreign Resident Population)**

Sometimes tourists frequenting Mallorca become so enamored with the location and lifestyle that they end-up buying property of their own in which to stay during their visits, and become part or full-time residents on the Island. Mallorca is quite notorious for this foreign resident population. As of December 2018, the number of foreign resident card holders from Germany and the United Kingdom in the Balearic Islands totals 31,023 and 27,296 respectively (Spanish National Observatory of Immigration, 2019). This makes approximately 4.4% of the Islands' total population of 1,128,908 (Spanish National Institute of Statistics (INE), 2019). In fact, about 15% of tourist arriving to Mallorca stay at either their own property or at friends' or family's property (according to 2015 statistics, the latest available from IBESTAT).

#### **2.1.1.2 Location of Porreres**

Can Feliu is located in the municipality of Porreres, located in the interior of the island (maps located in **Appendix A**). The property is a 30-minute drive to the closest beach. When the classic tourist comes to Mallorca for the beach, this can be a deterrent in the location. On the other hand, being situated at the center of the Island, the location becomes an asset to make day-trips to enjoy the island in every direction. From Can Feliu there are 360 degrees to choose from, each one pointing towards something the island has to offer. The town of Porreres in-and-of itself is not a tourist destination. The town mainly serves the needs of the local agricultural-based population of 5,339 (INE, 2019). Tourist-appealing assets include the nearby Sanctuary of Montisyon, the 17<sup>th</sup> century church in the center of town, Our Lady of Consolation, the Porreres Museum of contemporary art, and a handful of good-quality local restaurants. Thus, Can Feliu as a property itself must serve primarily as the destination. This needs to be kept in mind when developing marketing and communication strategies.

### 2.1.2 Agro-tourism Context

As previously noted, Can Feliu is classified as an *agroturismo* type establishment. As shown in table 1, *agroturismos* contribute only about 1% to the total available tourist beds on the island of Mallorca. Contrastingly, this accommodation type represents close to 14% of the total number of accommodation establishments. These figures indicate two factors. First, that there is a significant choice among brands/properties for those tourists interested in staying in an *agroturismo*, and second, that there are many establishments then competing to attract business from a niche pool of clients. To zoom-in on the situation particular to Can Feliu, the only offers in registered accommodation within the municipality fall within this *agroturismo* type (private rental houses are not included in these statistics). There are 4 establishments with a total of 68 beds (8 of which are Can Feliu's) which is only .02% of beds on the island. These statistics are thus indicative of the true niche within which the establishment must operate.

Table 1: Share of <i>Agroturismo</i> (AG) Type Accommodation in Mallorca (2015)				
	# of Establishments	Percent	# of Beds	Percent
AG Mallorca	223	13.61%	3,583	1.24%
AG Municipality of Porreres	4*	0.24%	68	0.02%
Total (All Accommodation Types in Mallorca)	1,639	100%	288,745	100%

\*100% *agroturismos* - no other regulated accommodation types available (excludes rental vacation homes)

Source: (Balearic Island Tourism Agency (ATB), 2016; Balearic Island Tourism Agency (ATB), 2016)

Indicators and statistics regarding the demand profile for the agro-tourism market are limited. In general, this niche tourist type is less explored, as confirmed by Leco et al. (2012) who categorizes agro-tourism as a subset of rural tourism (tourism in rural areas) wherein, there is the possibility for tourists to engage in environmental and agricultural activities alongside the owners of the agricultural lands or farm. Although Can Feliu is classified as an *agroturismo*, there is no actual offer for clients to “join” in any agricultural activity with the owners. Engagement of guests with the environment is limited to their own exploration of the land while they stay at the hotel. In this case, the “*agroturismo*” offers, more or less, only accommodation amongst an idyllic, but passive setting of staying on a farm.

What is known about the agro-tourist's (those engaging in agro-tourism) motivations and interests, specifically in Spain, based on the research of Leco et al. (2012), is that the following are seen as principle benefits of agro-tourism: a) it serves as a means to enhance the quality of life and

economic situation of the land owners and b) it is a method to help preserve the farmed landscape and local, rural traditions and way of life. The study also indicated that there is a repeat tendency of rural tourist (more than once per year) without preference for season. Almost three-quarters of the respondents identified that a “mountainous” landscape is the most desired setting to encounter during agro-tourism, followed by “livestock” and then “vineyards”. Most interesting to note are the types of activities that these tourists would like to participate in as part of an agro-touristic experience. The most relevant activities include: preparing products (oil, sausages, etc.) (61%), collection of wild fruits (mushrooms, asparagus etc.) (56%), forest care and conservation of the environment (49%), horticulture (33%), slaughtering (30%) wine (28%) and olive oil (18%).

### **2.1.3 Wine Tourism Context**

A further challenge for Can Feliu, is to operate the two *agroturismo* and wine business sectors cohesively in a merged environment between wine and tourism. The organized wine tourism offer in Mallorca can be assessed as relatively narrow, especially in comparison to other wine regions in Spain. Yet, based on the research, it is apparent that exists and it is growing. In general, as a wine producing region, Mallorca is still being discovered and has just pushed past a former lower-quality-wine reputation that tainted the image many of the more bulk-wine producing regions in the South of Spain in the later part of the 20<sup>th</sup> century.

Mallorca is home to two wine regions with a designation of origin (DO) which governs the quality standards and production methods of the wines based on defined geographical areas. These are: DO Binissalem Mallorca and DO Pla i Llevant. The former is the smallest wine region on the island (154,75 km<sup>2</sup>) with only 11 producers concentrated around the interior town of Binissalem (Denominació d'Origen Binissalem Mallorca, 2019). The latter, DO Pla i Lavant, covers a much larger area with 382.62 hectares of vines and 14 producers (Illes Balears Qualitat, 2018).

Both Mallocan DOs have their own organization to promote the wines and producers within their jurisdiction with a supporting website for communications. However, between the two DO wine regions, it is clear that Binissalem places more emphasis on promotion through wine tourism with a designated and organized wine route, a “Wine Express” train operating from the center of town of Binissalem, an annual, 9-day, oeno-touristic, promotional event “Wine Days Mallorca,” and among the handful of dedicated wine tour companies there are on the island, all offer products and activities in this region. Table 2 lists the tour companies and their websites.



Table 2: Mallorca Wine Tour Companies	
Name	Website
Mallorca Wine Tours	<a href="http://mallorcawinetours.com">mallorcawinetours.com</a>
Wine Routes Mallorca	<a href="http://wineroutesmallorca.com">wineroutesmallorca.com</a>
Winenium	<a href="http://winenium.com">winenium.com</a>
Mimo Food Mallorca	<a href="http://mallorca.mimofood.com">mallorca.mimofood.com</a>

Two Protected Geographical Indication (IGP) regions for wine exist on the island as well. These regions, which operate with fewer restrictions on production when compared to the DO regions' regulations, essentially split the island in North and South. Vi de la Terra Serra de Tramuntana - Costa Nord IGP covers the northern half with 18,39 ha of vines and 5 producers. Vi de la Terra Mallorca covers the southern half with 41,84 ha of vines and 9 producers. Can Feliu is located geographically in the DO Pla i Llevant. Their wines are not designated under the DO though, but rather, under the IGP Vi de la Terra Mallorca. The IGPs of the Island do not have their own promotional boards or websites, but are listed on global sites which promote/provide information on IGP products of all types coming from the Balearic Islands and all wine regions in Spain, such as *illesbalearsqualitat.es* and *foodswinesfromspain.com*. IGP Vi de la Terra Mallorca does have a printed map edition, listing all the wineries within the designation. There are no real, apparent online, cohesive, promotional efforts to attract tourists to the region's designated wineries, however.

For the purposes of this work, it is important to develop an idea about the "how," "why" and "who" around the type of tourist that might participate in the wine tourism activities on the island. As this type of official, published information specific to Mallorca is very limited, some information can be drawn and applied from the *2017-2018 Tourist Demand Analysis* issued by the Rutas del Vino de España. This analysis studies the principle demand and performance indicators for 27 wine routes on the mainland of Spain promoted as a group by the organization Rutas del Vinos de España. There are no routes on the Balearic Islands included in this group. Nevertheless, its data can be taken into consideration as it generally applies to the wine tourism market in Spain. From this study, a Wine Tourist Profile has been compiled in table 3.

Table 3: Wine Tourist Profile for Wine Routes in Spain	
Who they are:	Age: 46-65 (37.9%), 36-45 (28.8%), 26-35 (21.8%) Sex: 55.3% Female, 44.7% Male
What they know about wine:	Amateur (46.4%), Beginner (21.7%), Passionate Enthusiast (19.3%), Nothing (6.7%), Professional (5.8%)
Who they travel with:	Significant other (42.9%), A group of friends (average 3.66 persons) or as an organized group (average 31.66 persons) (35.6%), Family with their Kids (12.2%)
How they plan:	By website /email (53.5%), By phone (32.4%), Come without reservation (20.1%), Travel agency (2.9%)
How they come:	Rented or owned vehicle (82.6%), Bus (14.8%)
What they like to do:	Visit wineries (86.8%), Enjoy local gastronomy (56.8%), Taste local wines (54.4%), Buy wines (52.5%), Visit a "wine country" town (48.8% - up 17.1% from 2017), Cultural activities (28.9%).
How many wineries they visit:	1.94 wineries on average
How much they spend and on what:	161.9 Euros per person per day on average: 35.87 on lodging, 41.55 on restaurants and bars, 32.26 on wine purchases, 20.01 on winery visits, 17.09 on gifts
How long they stay:	2.43 days on average
Where they stay:	4 Star Hotel (25.12%), Friends' or family's house (15.65%), Rural accommodation (19.01% - up almost 4% from 2016), 3 Star Hotel (17.14%), Tourist Apartment (7.11%)

Source: Extracted and Translated from *Rutas del Vinos de Espana 2018*

There are several very relevant aspects to extract for the proposes of wine tourism product development and marketing based on this wine tourist profile. For instance, the fact that roughly, one-quarter of tourists identify as having significant knowledge in wine, being either a "passionate enthusiastic" or "professional", means there is a demand for higher-level products which cater to this advanced-knowledge base (Rutas del Vino de España, 2018). Also of importance is that the majority of tourists do not come in an organized group, but as a couple or with family, thus showing the need for products that cater to improvised, small groups of 2-5 visitors. Furthermore, with over half of visitors making their arrangements through the winery website or by email, places importance on having user friendly, web-based booking tools and communications to promote products. And, when another 20% come without reservations at all, it shows the demand for flexible products which don't require reservations and that it is key to be able to cater to this walk-in traffic as a winery. Finally, when the portion of daily expenditure is highest on restaurants and bars, it may be interesting to consider wine and gastronomy mixed products.

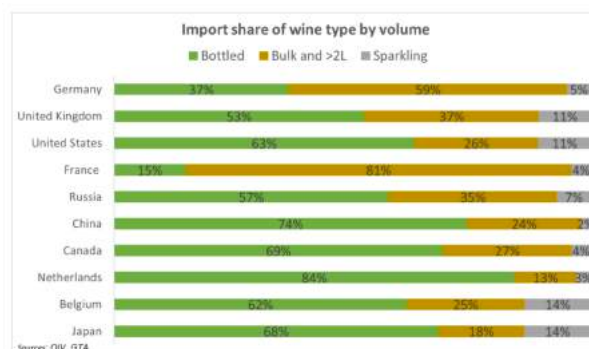
#### 2.1.4 Overview of the Global Wine Industry

At the end of the day, to be successful, the wine production sector of the Can Feliu business must sell their wine, and at profitable prices. Hence, a current overview of the global wine industry is necessary to provide context for the market conditions under which their wines must be sold, especially as they relate to those markets from which Mallorca's tourist originate.

Spain is the third largest producer of wine in the world in terms of volume and the number one exporter of wine in the world, producing a total of 35.5 million h/l in 2017, 28.5 million h/l of which was exported (Observatorio Español de los Mercados del Vino (OEMV), 2018). Although, in terms of value in exports Spain comes in only third in the world, behind France and Italy (OEMV, 2018). This is due to Spain's large volume of bulk wine exports, the majority of which goes to France and then Germany (OEMV, 2018).

Concerning the world's wine-buying countries, according to the State of the Vitiviniculture World Market report issued in April 2018 by the International Organization of Vine and Wine (OIV), Germany is the number one importer in terms of volume (15.2 million hectoliters in 2017) followed by the United Kingdom (13.2 mhl) and then the United States (11.8 mhl). In terms of value, however, the United States comes in as the number one importer with 5.19 billion Euros imported in 2017. Something else to consider is the significant increase in importation happening in the Netherlands, the 8<sup>th</sup> largest wine importer in 2017 with a 10.9% increase in volume and 16.2% in value from 2016 to 2017. A table of the world's top wine importing countries in volume and value is located in **Appendix C**.

Looking closer at Germany's imports, between 2016 and 2017, there was a slight decline in volume and value (OIV, 2018). And in figure 1, it is clear that the majority of wine imported to Germany is bulk wine (59%). Both these statistics can thus indicate that that Germany is looking for entry-level, value wines (OIV, 2018). In contrast, the Netherlands' largest import share of wine type by volume is bottled wine at 84%, suggesting that the Netherlands is a strong, growing market for quality-priced wines.



**Figure 1: Top Wine Importing Countries' Import Share of Wine Type 2017**  
Source: OIV

Going deeper into the wine market in Germany, in figure 2, which shows the historical wine consumption per capita per year in liters from 1920 – 2016 in non-traditional European wine

markets, it is evident that wine consumption in the country has been more or less stagnating since a significant decline in the 1990's. Consumption of wine has been steadily growing, however, over the past 20 years in Nordic Country markets such as Sweden and Denmark, as well as in Ireland and the UK (Anderson, Nelgen, & Pinilla, 2017).

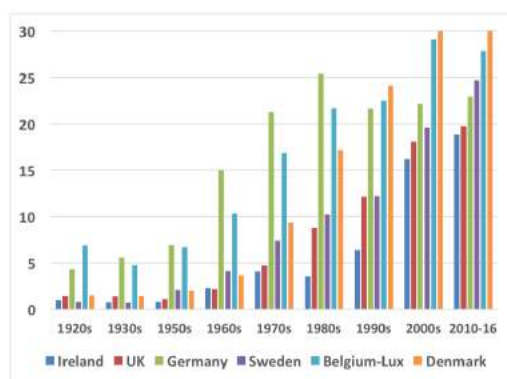


Figure 2: Wine Consumption per Capita per Year, 1920 – 2016, Select EU Countries

Source: Anderson et al. 2017

Regarding expenditures on wine, the Nordic Countries perform quite strong as well. As shown in figure 3, Denmark, Norway and Sweden are all in the top 10 for per capita expenditures from 2013-2015. Germany ranks 21<sup>st</sup>. Slovenia is number one followed by Switzerland in second. High importation taxes placed on wine in Switzerland is most likely to explain their high expenditures. With this exception, per capita expenditures can be a good indication of the market's interest and buying power. Therefore, it seems that the market for wine is stronger in the Nordic Countries than in Germany.

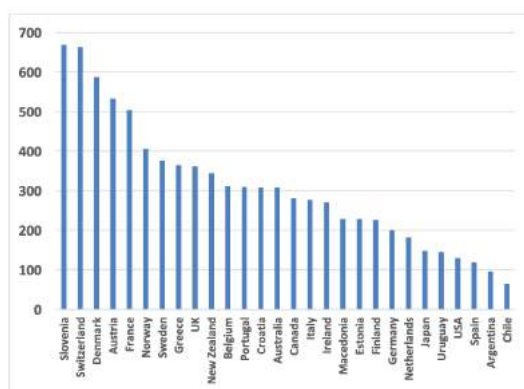


Figure 3: Per Capita Expenditure on Wine, 2013-2015, USD, Per Year

Source: Anderson et al. 2017

Germany is also considered one of the least wine intensive countries for the same period, with a low share of expenditure on wine (less than 25%) when considering total alcohol expenditures in the country (wine, beer and spirits included). Included among the most wine intensive countries

are Switzerland, Denmark and Sweden, all with shares of wine in alcohol expenditure of over 40%.

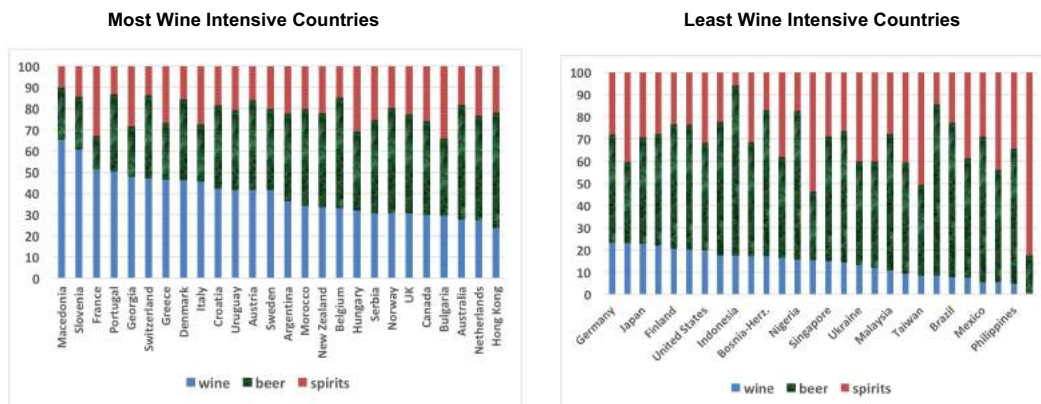


Figure 4: Wine, Beer and Spirits in Alcohol Expenditure, 2013-2015, per Year

Source: Anderson et al. 2017

### 2.1.4.1 Biodynamic and Organic Wine Market

As previously introduced in this work, Can Feliu produces and labels all their wines as organic and biodynamic certified. So, what does this mean from both a technical standpoint and a marketing stand point? From the technical side, biodynamics is first and foremost an agricultural practice which excludes the use of synthetic chemicals to assist with fertilization, weeding and pest, fungal and bacterial management, similar to organic farming. However, with the exclusion synthetic chemical applications in Biodynamic farming, comes the production and application of self-sourced natural “preparations.” These preparations are referred to by codes and (such as 501) and have a set of common instructions and guidelines to produce (Demeter International, 2019). Other methods include performing field work and cultivation techniques according to a common calendar which is based on the cycles of the moon, just as in ancient agricultural practices. A key pillar in biodynamics is the fostering of biodiversity as part of a healthy agricultural environment in order to maintain a stronger, natural resistance and defense to threats such as pests and plant diseases. Secondly, many identify biodynamics as a philosophy of life. In biodynamics, the farmer becomes responsible for much more than the ends of producing food or sustenance, he/she becomes the guardian of complete cyclical process in which all things must live for a meaningful purpose. This mentality reflects that biodynamics was based on anthroposophy, the idea that humans form the link between the spiritual and material world, between the earth and the cosmos. As a movement, biodynamics was founded by the Austrian, Rudolf Steiner in 1924 (Castellini, Mauracher, & Troiano, 2017).

Today, the most internationally recognized organization promoting the practice of biodynamics is Demeter International. Demeter has a world-wide certifying body which puts producers through a rigorous annual inspection of production processes in exchange for the right to use the registered trademark and logo, *Demeter Biodynamic*, on their product labels, thus offering consumers a quality-standard guarantee. Demeter has a wine division to certify wine growers and wine producers in biodynamic viticulture and winemaking practices.

Can Feliu is 1 of only 12 Demeter certified biodynamic wine producers in all of Spain, and the only one in Mallorca (Demeter International database as of April 22, 2019). Worldwide, the Demeter mark is most recognized by consumers in Germany, not because of wine in the market with this label, but rather brands of other agricultural products. Germany has the highest number of Demeter certified producers of any country in the world (1,250), but only 46 of these are wine producers (Demeter International, 2019). France has the most certified wine producers of any country at 272 (Demeter International, 2019).

Turning to the side of marketing, according to Castellini et al. in their 2017 systematic literature review, *An Overview of the Biodynamic Wine Sector*, biodynamic wine can be considered a niche within a niche, which is the organic wine sector. Exhibited by their research is the general lack of specific studies on the demand for and consumer perceptions of Biodynamic wine. However, they do conclude that there is lack of knowledge about what Biodynamic wine is or what the term means among consumers, and that the Biodynamic wine trade should apply a stronger, cohesive effort and strategy to raise overall awareness in the market. Therefore, in order to make some assessments on potential market behavior and useful marketing tactics for biodynamic wines in this plan, studies on these subjects in the sustainable and organic wine categories were researched as well, on the basis that these categories may have some overlap in target consumer markets.

However, Jones and Grandjean note a key difference between the onset of the organic wine sector and that of biodynamic wine in their article, *How Organic Wine Finally Caught On*. Namely, organic labeled wine has recently emerged from decades of struggle with a tainted and perhaps unjust reputation for poor-quality among “traditional” wine consumers, whereas biodynamic wine is now emerging in the market with an immediate reputation as a mark of high-quality wine among the wine-savvy (Jones & Grandjean, 2018). This could reflect an overall market shift happening in consumer and producer mentality towards sustainability and/or an increase in awareness of

the environmentally-damaging production practices of conventional wine production among wine consumers. The conventional wine industry has hidden behind and benefited from, for many decades, the illusion that wine is a “natural” and, therefore by default, an environmentally friendly product. The façade of this illusion maybe starting to crack with growing market for organic, biodynamic and even truly “natural” wines made without sulfites added.

Although, to determine the actual market demand for more sustainable wines produced with greater concern for the environment, several previously conducted studies can be examined. Questions regarding consumers’ theoretical willingness to pay (WTP) a premium for a more sustainable wine in comparison to a conventional wine with the same qualities in the Spanish market were explored in a study by R. Sellers (2017). The results showed that, globally, 77.9% were willing to pay a premium, and those consumers classified in the “Urban” market segment were most willing to pay a premium for a sustainable wine, whereas, “Trendy” consumers would pay the highest price premium in Euros. The least willing to pay consumer segment identified as “traditional”. Sellers’ study also looked at the consumers level of wine culture knowledge as a factor of their WTP a premium. Interestingly, those consumers classified with “beginner” knowledge had the highest WTP and those with “expert” knowledge were the least willing.

Previous research to Sellers’ study, had found that the following could be stated about this segment of wine consumers: a) those who follow a healthy lifestyle and have more awareness of environmental issues are more likely to buy environmentally friendly wines (Barber, 2009), b) married females with at least one child living at home are more willing to pay more for an environmentally friendly wine (Laroche et al., 2001), c) certifying a wine with an eco-label increases the purchase price by 13%, but including certification on the wine’s label actually reduces the price by 20% (Delmas & Grant, 2014).

A study by Sogari et al. (2013) in the German and Italian market, of younger consumers (20-30 years) had demonstrated the following can be applied to regular wine consumers regarding perceptions and purchasing decisions around organic wines; a) organic wines are generally perceived as having the advantages of being “healthier”, “natural” and “environmentally friendly” product, b) the primary drivers for purchasing are; first, the wine’s price, then previous experience, followed by label design, c) country of origin, grape and taste profile are more important factors in searching for a wine than its production methods; and finally that, d) in regards to labeling, the back labels are often disregarded and many have too many logos creating confusion unknowing

their meanings, thus concluding that simpler labels are most effective. Another examination of consumer preference for organic wine in the German market found that similar to Seller's findings with sustainable wines in the Spanish market, that the greater the consumer's interest in wine, the lower their preference for organic wines, and that there is a strong correlation between consumer preference of organic food and organic wine, naturally (Janssen & Zander, 2014).

Finally, considering important tactics to market organic wines, M.O. Azabagaoglu et al. (2007) highlight that direct marketing and databased driven techniques seem to be the most widely applied and significant means of marketing for organic wine producers in addition to the promotional efforts of word of mouth, wine journalism, in home-tastings, advertising and fairs. Also emphasized is that a computerized customer database is a cost-effective way to run direct marketing efforts (AZABAGAOGU, AKYOL, & OZAY, 2007).

### **2.1.5 Direct to Consumer Wine Sales Methods**

Since Can Feliu has an underling business goal to grow revenues with minimal changes in production, the current distribution model for wine sales must be dissected and possibly restructured in order to increase profitability. When the sales model relies on distribution, money is potentially being left on the table by the producer. If it is possible to increase sales via direct to consumer (DTC) channels, allowing the winery to receive maximum profit from selling their wines straight to the end consumer at retail prices, versus at the lower distribution prices to middle-men, more money can be made from the same production. As long as the required spend on the organizational and promotional tools necessary to shift the distribution model is less than the additional and eventual profits that will be derived from increases in direct sales, this can be a winning formula for increasing winery profitability. There are various routes to take with varying strategies in order to develop direct sales for wineries. For the purposes of collecting relevant information to develop the SBMC plan for Can Feliu, tasting rooms, wine clubs and shipping and mailing lists as direct sales tactics have been researched.

Having a winery tasting room is a solid jumping off point to facilitate direct to consumer sales. Tasting rooms as a DTC sales channel is particularly successful in the United States where direct sales accounted for 60% of total winery sales in 2017, and within that, 80% of sales originate in the tasting room or through a wine club (Wine Business Monthly/Silicon Valley Bank (WBM/SVB), 2017). The smaller the winery the more significant DTC sales seem to be. Wineries producing



less than 120,000 bottles per year, DTC sales represent percentages of total sales well above 60% (WBM/SVB, 2017).

A tasting room offers the opportunity to attract visitors as potential customers, and lets them try the product, learn about the product and interact with the brand. As well, having a tasting room allows the winery to sell and promote their wines in a controlled environment where an immersive brand experience can be provided for visitors. Can Feliu has an existing tasting room and winery shop, but it is a relatively new venture for the winery (2 years old) with little implementation still. It is questioned whether the tasting room/shop is reaching its potential for encouraging direct sales and properly communicating the brand while providing a fulfilling experience for visitors.

To give context to Can Feliu's tasting room operations, it is beneficial to compare different formats in winery tasting rooms which have proven to be successful for direct sales growth. The 2017 Wine Business Monthly/Silicon Valley Bank tasting room survey reveals tasting rooms that offer seated tastings in private or formal settings have marginally higher wine purchasing conversion rates (73%) than other types of formats (such as standing tasting bars or seated tasting bars), however, the average tasting room purchase under this format is un-proportionately higher than that of the others at 435 USD per ticket. Seated, casual and group tastings have the lowest conversion rate (63%), but the next highest average purchase at 117 USD per ticket. The survey also reveals that wineries that are open by appointment only, tend to have higher average purchase amounts. Although, these wineries are highly concentrated in Napa and Sonoma regions which focus on providing super-premium brand experiences to visitors, with tailor-designed tasting rooms and have higher average wine prices. So, this higher ticket price at appointment-only wineries is a natural correlation. The type of experience provided by tasting rooms should be a strategic brand decision, coinciding with the overall brand image and message of the winery. Most wineries have come to offer a hybrid format with private, appointment tastings as well as having hours open to the public for improvised tastings (WBM/SVB, 2017).

It is one achievement to attract visitors to a tasting room, but to secure sales once they are there is another. Wine clubs are membership based programs offered by wineries through which customers either agree to purchase a certain quantity of wine on a repeat and cyclical basis (monthly, quarterly, yearly etc.), and/or provide contact/personal information in exchange to receive special benefits and communications from the winery promoting sales. Club benefits are often communicated through a direct mailing list (both on and offline) and can consist of first or

exclusive access to purchase special allocations and rare wines, discounts on wine purchases, free or exclusive access to tastings and visits at the winery and invitations to member-only events. These programs have been proven to be a successful and lucrative direct sales tool to have in the winery DTC tool box, with high profit margins (increases in which have been seen from 30-40%) (Resnick, 2008). Additionally, utilizing components of Customer Relationship Management (CRM) strategies, wine clubs can foster and reward customer loyalty, encouraging repeat purchasing behavior by design and providing the customer special benefits in return for this behavior (Teaff, Thach, & Olsen, 2005).

In order to effectively administer a wine club and reap all the marketing benefits from having such a club, customer data must be collected and stored by the winery in a customer information database. The necessary information on customers can range from name and email address, to shipping address, to robust and sensitive information such as customer credit card numbers to enable automatic, periodic charges in sync with the club's purchasing cycle. Customer information collected via wine club sign-ups can serve as valuable marketing data for wineries, and a good database, accessible by an electronic CRM system can make this data easy to collect, store and extract for such purposes. And a CRM system combined with a point of sale (POS) and inventory tracking system, can help the winery efficiently fulfill wine club orders and processing shipments to the customer's address, or ready orders for pick at the winery by the club member (will-call process).

Shipping can be a point of difficulty when it comes to enticing tasting room visitors to purchase wines. Even more so when it comes to a small winery without sizable quantities in shipments in order to secure preferred, lower and competitive rates which can be passed onto customers, or hire out fulfilment services to provide a consistent pricing structure. As is the case with Can Feliu. Also, a small staff makes it a bigger task to arrange and pack shipments. For that reason, there is a current 6 bottle (one case) minimum order on wine shipments, to make it worth the resources to fulfill the order at Can Feliu.

In Europe, it is possible to ship wine between most EU member countries without excess taxes or customs difficulties due to the free trade agreements amongst member states, this is a positive aspect for the prospect of starting a wine club program in Europe (Resnick, 2008). However, wine makes for a heavy package, and this additional cost and minimum 6 bottle order to ship wine home can act as a buying deterrent to visitors. Furthermore, when these visitors are tourists

travelling to and from their destination by plane (as is the case in Mallorca), and given the increasing popularity of low-cost airline formats, where fares are low, but baggage fees are excessive (charging by number of bags and by weight limitations), it is less and less a viable option for visitors to skip-out on shipping fees and bring home a few bottles of wines by stashing them in their suitcase. All these factors raise the barrier to entry to making purchases. Including shipping cost in the price of a wine club membership, which brings added bonuses by way of member perks (discounts, special privileges and access, etc.), might serve as a buying incentive to visitors who may be hesitant to spend Euro amounts on shipping costs, but have been won-over by the wines.

Shipping is not a part of the purchasing equation, however, for visitors who live locally. The WBM/SVB 2017 tasting room survey assessed that, on average, around 50% of tasting room visitors actually live nearby (within a day's drive, able to visit and return home the same day). This demonstrates two points. First, the potential for local residents to make up a part of the target market for wine club membership sales and subsequently, the importance of having a will-call/pick-up option for wines for club members. Also interesting to note from the WBM/SVB 2017 survey is that, Virginia (USA), the region with the highest number of visitors per month (public and private) is also the region with the highest percent of wine club members who live nearby (over 80%). And, over 95% of Virginia's wineries are open to the public, no appointment necessary.

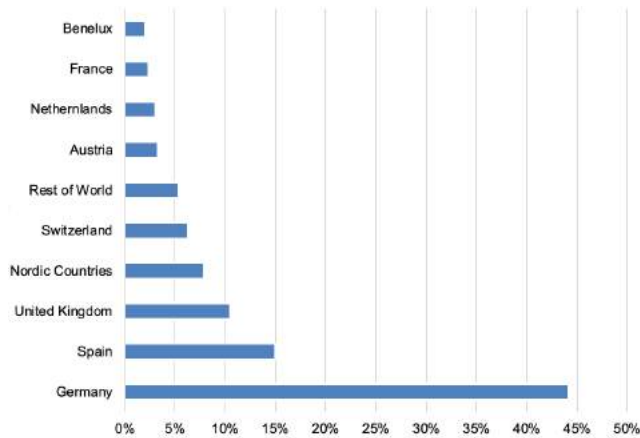
## **2.2 Internal: Situational Analyses and Benchmark Performance Statistics**

Turning inward, a complete analysis was made for both the hotel and winery situations relating to tourism by looking at their current client profiles, performance statistics, products, online presence and competitors. Here, the lack of certain tools and some limitations were ascertained which must be considered later on the tactical and action plan, in order to keep sights and goals realistic.

### **2.2.1 Hotel Specific**

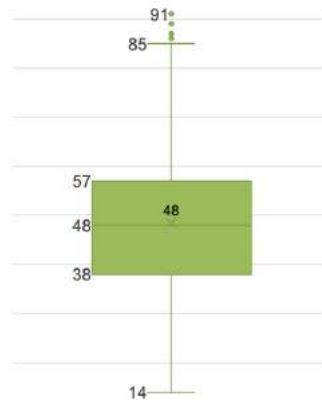
#### **2.2.1.1 Guest Profile**

Where do Can Feliu hotel guests come from? Based on the home addresses housed in the Can Feliu hotel database from the RuralGest program which offers data from 2014-2018, the client nationality mix mirrors fairly closely that of Mallorca's tourist arrivals, with about 44% coming from Germany, 15% nationals from Spain and just over 10% coming from the UK, followed by almost 8% from Nordic EU countries. The mix by county and percent share is visible in figure 4.



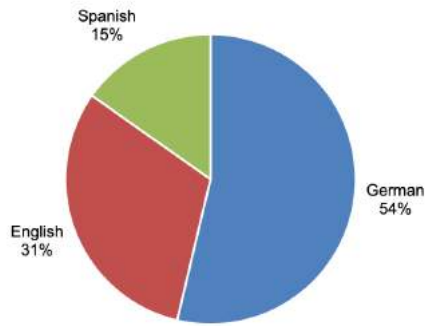
**Figure 4: Countries of Residence of Can Feliu Hotel Clients 2014-2018**  
Data Extracted from RuralGest Program

The age range of Can Feliu's hotel clients (calculated by birthdate extracted from the RuralGest database) is concentrated between 38 and 57 years. The box plot in figure 5 depicts the age distribution with a mean (average) age of 48 years. This profiles the Can Feliu customer base as largely Generation X (those born from 1965 to 1980).



**Figure 5: Age Distribution of Can Feliu Hotel Guests 2014-2018**  
Data Extracted from RuralGest Program

Based on the hotel guests' countries of origin, the marketing language was assessed as either Spanish (coming from Spain or other Spanish speaking countries), German (coming from Germany, Austria and Switzerland) or English (coming from the rest of the world). As seen in figure 6, 54% of clients are assumed to be German speaking; however, based on the personal experience of the staff with clients, it was also assessed that well over half of the German speaking clients also read and understand English, as well as a percentage of Spanish speaking clients. Therefore, for marketing purposes, English is advised to be the main language followed by German and then Spanish and Catalan (local language).

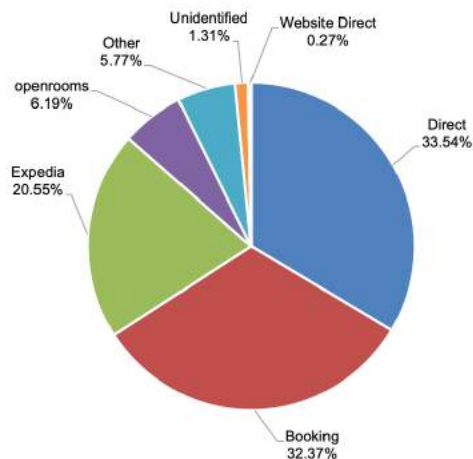


**Figure 6: Can Feliu Hotel Client Marketing Language Distribution (Based on Country of Residence)**  
Data Extracted from RuralGest Program

Most hotel clients come as a couple, some come as a family or group of friends, but the vast majority come to the hotel on vacation to spend time with their significant other. Exact statistics could not be provided. The main activities guests enjoy while staying at the hotel are centered around the outdoor day trips (going to the beach, biking and hiking are the primary activities) and visiting the cultural offerings of the island (villages and heritage sites). The hotel receives bookings with SideTours, an agency for cycling vacations, and also offers a “Stop-and-Go” brunch for cycling tourists on route.

#### 2.2.1.2 Booking Channel Distribution

Based on reservation data from 2014-2018, about 34% of Can Feliu’s reservations come in direct, with no commission paid. The website has been recently redone with an updated booking engine, this is a good opportunity to focus on pushing direct sales via the website as over the past four years, only 4 reservations have come in on the Can Feliu website, the rest are by email or phone. Important to note in figure 7 is the reliance on OTA sales with over 50% of bookings coming by Expedia and Booking.com combined.



**Figure 7: Booking Channel Distribution Reservations 2014-2018**  
Data Extracted from RuralGest Program

### 2.2.1.3 Historical Reservations Data

Table 6 below offers the essential benchmark statistics on hotel performance from 2014-2018.

Table 4: Can Feliu Hotel Reservations Data 2014-2018	
Total # of Reservations	1,453
Total Average Length of Stay	3.9 nights
<b>Guest Loyalty</b>	
# of Repeat Stays	123
Rate of Return	11%
Average Length of Return Stay	4.3 nights
1x Guests	1,127
2x Guests	80
3x Guests	18
4x Guests	17
5x Guests	5
6x Guests	2
<b>Direct Conversions - 2x Guests</b>	
2x Guests	80
Total Reservations	160
Average Length of Stay	4.8 nights
Reservations via OTA	75
2x Reservation Direct	34
2x Reservation OTA	23
Conversion Rate	45%

The majority of clients are first time guests and book through an OTA. For guests who have stayed twice at the property, 45% book the next time directly through the property, but 55% book again with an OTA, a missed opportunity to gain-back revenues gone to commissions. For guests who stay 3 times or more, 100% book direct on their second stay. This places much importance on converting the guest to a direct booking client after the first stay. Communication to the guests about booking direct and providing incentives to do so are key.

## 2.2.2 Winery Specific

### 2.2.2.1 Customer Profile

Based on the all winery client addresses (distributor, restaurant and individuals) saved in the WGeSt management/accounting database, from the 232 clients on file, it was found that most of the clients have local addresses with 52% in Mallorca followed by 30% in Germany, 6% in Switzerland, 5% in the rest of Spain, 4% in Austria, 2% in Nordic Countries and 1% each in the United Kingdom, United States and then the rest of the world. The high percent of local clients is due to local distribution to restaurants and retail/grocery stores as well as many foreign clients having a residence in Mallorca.

Information in the database is not properly set-up in order to provide a detailed statistical view to segment winery client data further to form a profile or provide sales statistics. Although, due to first-hand observations a rough depiction can be formed as to the type of clients which are currently purchasing which winery products. These are detailed in the product analysis.

#### **2.2.2.2 Product Analysis**

An analysis has been conducted on the house label wines, private label wines, wine tourism products and winery barrel club which details each product characteristics, pricing, current marketing methods and the particular marketing and operational challenges being faced with each product. Please consult **Appendix D** for the full product analysis.

#### **2.2.2.3 2018 Production**

Total wine production was about 60,000 liters in 2018, of which 50% is red wine, 25% white wine and 25% rosé wine. With these numbers in production, around 70% of the red wine (around 30% of the total wine) is sold through the *Tú Crianza* barrel club with 90 barrels in the program and 35 active members (some members have more than one barrel).

#### **2.2.2.4 Sales Distribution**

The majority of Can Feliu's wine production is sold through private labels made for small commercial clients and their *Tú Crianza* barrel club. The Can Feliu house labels are sold mainly locally to some restaurants, grocery stores and from the winery direct by way of their existing tasting room and winery shop. Distribution off the island is very slight with small distributors located in Switzerland and Germany who basically only buy one pallet a year. This signifies that most of the wine produced by Can Feliu does not even hit the market (goes directly home to clients for their consumption through the barrel club with their own custom label on it), or when it does hit the market (through private label commercial clients), often the Can Feliu name is on the back label, and maybe the cork as the producer, but Can Feliu is not the brand in those cases. The important aspect is that only what is sold through the winery's wine shop/ tasting room and online shop direct to customers is being sold at full retail prices.

#### **2.2.2.5 2018 Wine Shop Sales**

Last year in 2018, according to the available data in the management/accounting software (WGest) the shop sales accounted for only 4% of winery sales. Only three wine orders were fulfilled through the online shop.

### **2.2.3 Email Database**

Currently, no centralized email marketing or list management system is in place for the hotel or winery. Emails from the hotel are being collected from the reservation data, but remain in the Astro hotel reservations database. Emails of winery clients are collected usually only for clients who make large orders (like buying a barrel) as it is necessary to communicate with them via email to send invoices and notifications etc. The emails are then kept in the WGest accounting/management program. The hotel would extract the emails from both sources at Christmas time to send a greeting email to clients through a regular email client like outlook on their normal email server using a blind copy method. This is not the best practice (no list management for opt-outs) and limits growth and agility for email marketing strategies. From these two systems, a database was compiled which included:

- 674 hotel client emails then segmented based on home country to inform language:
  - 216 English (English speaking countries or rest of world)
  - 94 Spanish (Spanish speaking countries)
  - 339 German (German speaking countries)
- 179 winery client emails then segmented based on email domain to inform language (mainly Spanish and German) with no segmentation available for type of client (i.e. commercial, individual etc.).

#### **2.2.4 Online Presence, Visibility and Reputation**

Today, business is driven by an online presence, website visibility and business reputation on key online review platforms, especially in the hospitality trade. Customers rarely skip-out on doing their online research before a booking, actual visit or purchasing decision is made. Therefore, these online aspects can strongly affect the overall bottom line for a business. Can Feliu has two domains which separately host the respective websites for the ecoagroturismo (hotel) and the winery. Both the websites are fairly new, with direct, online booking engine for the hotel and an online shop for the winery. An online analysis was completed for each side of the business based on its respective domain. The full results are located in **Appendix E** however, to generally conclude, the winery is strongly lacking in online competences and strategies to boost its online presence should be pursued.

#### **2.2.5 Customer Survey Results**

Based on the responses from a 10-question guest survey (methodology and response data located in **Appendix F**) distributed for the purposes of obtaining data to benchmark guests' overall satisfaction and likelihood to recommend the Can Feliu's hotel and wines, as well as provide marketing and brand development insights for this plan, it was assessed that although the hotel



has high customer satisfaction (94% very satisfied), the winery is lagging behind. Guests are more likely to recommend the hotel (Net Promoter Score 82) than the wines (Net Promoter Score 69) to a friend or colleague. The wines are assessed as being priced slightly higher than what hotel guests normally pay for wine (41%). This could signal a slight misalignment in customer markets between the hotel and winery. The rating for the wine tasting experience is slightly lower than the winery tour. Also found was that guests most associate their experience at Can Feliu with being “friendly”, “relaxing”, and “beautiful”. Additionally, “peaceful” and “wine” are strongly associated terms. These free association themes can inform the brand’s image and be strategically used to set the tone of marketing messaging.

### **2.2.6 Competitor Analysis**

Beyond merely assessing the performance and situation internally of Can Feliu, it is important to look outward to consider the performance of surrounding businesses in the area that could be considered competitors. Competitors are those business which offer fairly comparable products and services at reasonably comparable pricing thus competing for similar clientele. It can be a challenge to identify which business are true competitors, especially in a saturated market like Mallorca. Also, in this case, Can Feliu has multiple business categories (wine, wine tourism, rural accommodation etc.) for which different business types serve as competition. For the purposes of this analysis, four key competitors were identified for the wine tourism sector of the business (competitive set A) and three for the rural accommodation sector (competitive set B). Competitors for wine as a product alone were not considered here, as that would push this project out of scope. However, it is suggested a competitor analysis be conduct for the Can Feliu wines in the near future.

Competitors were selected based on largely their location, product offer, and their online presence and visibility. The latter is most important since, today, unless the tourist have a direct word of mouth referral to the business, research to find accommodation, things to do and local businesses is conducted online, where transactions like booking services and purchasing products can also be achieved directly. Once the comp sets were established, a competitive grid was developed for both comp sets A and B in order to efficiently compare the businesses based on key competences. These grids are available as **Appendix G**.

Within the comp set grids, competitors’ competences in; location, key online areas (website, booking engine, social media, Google ranking, Tripadvisor and Vivino), products & services,

pricing, size & distribution and branding & aesthetics were examined as applicable. Each competence was marked to determine whether the competitor is under-performing (-), equally performing (=), or out performing (+) Can Feliu in the respective areas. A score for each competitor was then calculated based on a negative mark equating to minus 1 point, and equal mark equating to 0 points and a positive mark equating to plus 1 point. The scores are summarized in the table below. The higher the negative number, the less competitive the business compared to Can Feliu and the higher the positive number, the more competitive.

Table 5: Can Feliu Competitive Set Scores 2019	
Wine Tourism (A)	Rural Accommodation (B)
<ul style="list-style-type: none"> <li>• Bodega Son Artigues (-4)</li> <li>• Mesquida Mora (0)</li> <li>• Bodegas vi Rei (6)</li> <li>• Angel Bodegas (3)</li> </ul>	<ul style="list-style-type: none"> <li>• Sa Bassa Rotja (7)</li> <li>• Son Mercadal (-4)</li> <li>• Ses Vistes (5)</li> </ul>

Based on the competitive analysis, it was generally found that in the sector of wine tourism, Can Feliu has an average existing (but potentially competitive) offer, but has clear trouble in communicating and distributing it with the competition out performing in google rankings, social media, and compared to the business size, competitors have more online reach and stronger brand identity. In regards to the competitiveness of Can Feliu in the rural accommodation sector, it can be concluded that, although the offer seems to be fairly competitive, the competition is stronger in communication and branding to potential clients. It seems also that Can Feliu is perhaps under-cutting on pricing slightly to attract clients and then over-delivering on client expectations leading to positive online reviews and reputation.

## 2.3 Key Findings

The key findings of the external and internal research and analyses are summarized by a SWOT analysis located in table 6.

Table 6: Can Feliu SWOT Analysis	
Strengths	Weaknesses
<ul style="list-style-type: none"> <li>Quality, award-winning products (wines and olive oil) with meaningful certifications (Demeter) and produced ethically and sustainably which not many competitors in the market do</li> <li>Excellent reputation and satisfaction among guests and clients</li> <li>Holistic, competitive assets Rural hotel + Winery (and historic cellar in Porreres) + Olive Oil mill, competition does not have winery or mill</li> <li>Good level of existing infrastructure (shop and tasting room exist) with updated and well-maintained hotel</li> <li>Loyal client base (particular to winery private label clients)</li> <li>New website including booking engine and online wine shop</li> <li>New reservations software and restaurant point of sale provides potential for better tracking</li> <li>Location: Porreres is central for day trips in all directions</li> <li>Wine retail prices are in the upper echelon for the market</li> <li>Clients have direct contact with owners</li> </ul>	<ul style="list-style-type: none"> <li>Lack of staff with competences in English (hotel) and technologies, with time to dedicate to marketing and sales activities specifically for wine and wine tourism</li> <li>Misuse to underuse of systems and technologies (Astro hotel, website, Google Analytics, WGeSt etc.)</li> <li>Lack of proper customer relationship management system (CRM) for winery and digital inventory system for shop</li> <li>Lack of email marketing system</li> <li>Lack of consistent brand image and messaging online and print</li> <li>Lack of promotion of products and direct sales efforts</li> <li>Winery online presence is low and lack of management of online assets</li> <li>Lack of internal communication and cohesive strategic direction, hotel and winery teams are fragmented and separated</li> <li>Wine tourism products are left up to the hotel to sell</li> <li>Location: Porreres (not a destination, center of island away from beach)</li> <li>Product name Ecoagroturismo has little follow through on the hotel side to foster environmentally friendly practices – false consumer promise and misalignment of branding with winery</li> <li>There is no actual strategic, long-term business plan to which a marketing plan can serve its purpose</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>Global market trends towards sustainability and consumer interest in local, organic products</li> <li>Emerging quality reputation for Demeter products and Biodynamic wine</li> <li>Growing Mallorcan wine industry (wine tourism included)</li> <li>Growing tourist arrivals by ferry with their own car (means more wine could be taken home compared to flights)</li> <li>Balearic Islands Tourism Board's focus on niche products including wine and gastronomic tourism in the off-season</li> <li>Growing demand and price point for wine in the Netherlands and Nordic EU countries</li> </ul>	<ul style="list-style-type: none"> <li>Increasing competition in the rural accommodation and wine sector in Mallorca</li> <li>Climate change, more difficult vintages</li> <li>Growing Mallorcan wine industry (wine tourism included) – more competition, especially in the DO Binissalem</li> <li>Aging and retiring client base</li> <li>Shipping costs rising, baggage fees</li> <li>Brexit affects in the UK market, visitor and resident population and wine shipping</li> <li>Germany's market trend towards bulk wine and the low share in wine expenditure compared to beer and spirits</li> </ul>

### 3 STRATEGY PROPOSAL

#### 3.1 Goals and Objectives

Based on the key findings presented in the SWOT analysis and Can Feliu's business goals, table 7 highlights strategic objectives which the tactics and actions of SBMC plan should address, along with corresponding KPI's in order to gage the success of any implementation of the plan.

Table 7: Can Feliu Strategic Goals and Objectives 2019		
Goal	Objective	Key Performance Indicator
<b>1. Increase Demand</b>	Create a cohesive brand image, aligning all business sectors and increasing brand quality perception	<ul style="list-style-type: none"> <li>Consistent use of logo, colors and messaging across all marketing and communications platforms and materials</li> <li>Year to year increase of product pricing</li> </ul>
	Increase brand awareness	<ul style="list-style-type: none"> <li>Number of press hits</li> <li>Number of referrals from restaurants and other clients</li> </ul>
	Increase product awareness	<ul style="list-style-type: none"> <li>Number of incoming inquiries to visit winery (email and phone)</li> <li>Number of hotel guests visiting the winery</li> <li>Olive Oil purchases</li> </ul>
	Increase customer loyalty	<ul style="list-style-type: none"> <li>Rate of return guests</li> <li>Enrollment and attrition rates to barrel club</li> <li>Number of names in winery customer database assigned to purchases</li> </ul>
	Augment online visibility	<ul style="list-style-type: none"> <li>Traffic to website</li> <li>Placement ahead of Mesquida Mora in relevant Google searches</li> <li>Number of followers on social media</li> <li>Number of check-ins</li> <li>Number of social media posts</li> <li>Level of social media interaction</li> </ul>
	Boost online reputation	<ul style="list-style-type: none"> <li>Ratings on Google, Facebook, TripAdvisor, Vivino and OTAs</li> <li>Number of reviews</li> </ul>
	Grow customer email database	<ul style="list-style-type: none"> <li>Number of subscribed emails</li> <li>Number of campaigns sent</li> </ul>
	Drive more traffic to tasting room and shop	<ul style="list-style-type: none"> <li>Number of monthly visitors</li> <li>Percentage of returning visitors</li> <li>Number/sales of groups and private events</li> </ul>
<b>2. Increase Revenues</b>	Increase direct to consumer sales	<ul style="list-style-type: none"> <li>Total wine shop/tasting room sales</li> <li>Percentage of shop/tasting room sales out of total winery sales</li> <li>Olive oil sales</li> <li>Average ticket price in shop</li> <li>Number of online orders (&gt;3)</li> <li>Number of DTC shipments</li> </ul>
	Achieve a higher average guest expenditure	<ul style="list-style-type: none"> <li>Average guest spend on extras</li> <li>Number of breakfasts sold</li> <li>Number of dinners sold</li> <li>Average number of bottles of wine charged to guest bill</li> </ul>
	Gain a larger share in direct bookings for hotel	<ul style="list-style-type: none"> <li>Percent of direct bookings</li> <li>Number of direct website bookings</li> </ul>
<b>3. Increase Efficiencies</b>	Improve internal communications	<ul style="list-style-type: none"> <li>Contact time between managers and staff, and hotel and winery teams</li> <li>Level of accessibility to key information</li> </ul>
	Advance external marketing and communications tools	<ul style="list-style-type: none"> <li>Number of low-cost, online and easily accessible marketing and communication tools available for staff</li> </ul>
	Streamline sales processes	<ul style="list-style-type: none"> <li>Average time to complete on premise purchase (including shipping quotes)</li> </ul>
	Offer more opportunities for wine, food and merchandise purchases	<ul style="list-style-type: none"> <li>Hours per week the shop is open</li> <li>Number of points of purchase on premise</li> </ul>

### 3.2 Target Markets

The following target markets have been identified for Can Feliu concerning each category of the tourism sector of the business. These markets serve as the audience to which plan's tactics and actions will be directed.

Table 8: Can Feliu Target Markets by Category				
	Hotel	Experiences	Wine Shop / Tasting Room	Wine Clubs
Primary Profile	Couples, 35-60 years, (with grown-up children) from Germany, Austria and Switzerland, the UK, Netherlands and Nordic EU countries. Looking to enjoy nature in a leisurely, yet slightly active pace with hikes, nature walks, bike rides. Want to escape from their busy, urban lives for a couple weeks of vacation in a quiet retreat which immerses them in a friendly, local and natural environment. Concerned about sustainability and the future. Likes local, sustainable food products. Wine and beer drinkers. Sometimes travel with their dog, other friend couples or their grown children. Socioeconomically well off, upper-middle class but not ultra-wealthy.	Tourist (27-55 of age) couples or groups of male or female friends on Mallorca from Nordic EU countries, Netherlands, the UK, North America, Germany, Austria Switzerland who are English speaking. Wine enthusiasts/lovers with a little bit of knowledge (aspiring for more), looking for an experience that gives exclusive information about the wines. Curious about organic/biodynamic wine. Wants a special opportunity for insight to local wine and/or products/food and is willing to pay a little extra for that experience. Middle to high income.	Foreign residents living part of the year or full time at an owned property in Mallorca. They often host friends at their property who come to visit Mallorca as tourists and like to take them around to the lesser-known spots on the island. High income bracket to quite-wealthy. Looking to fit-in and make local connections on the island as well as establish relaxing routines during their extending stays. English speaking, 40-75 years of age.	Frequent visitors to Mallorca for extended vacations and get-always. Also, can fit the primary profile for the wine shop/ tasting room and experiences. Males within a committed couple, English speaking, 40-75
Secondary Profiles	Metropolitan families with 1-2 small children (0-5 years), parents aged 30 – 45 years and younger couples without children, 27-35 years of age from Barcelona, Madrid and Northern Europe to fill long weekends, holidays and the fringe seasons.	Hotel guests Visiting friends of wine club members EU tourist (27-55 of age), couples, arriving by Ferry with their own cars	Hotel guests Wine club members and friends of	N/A

### 3.3 Positioning Statement

For northern European, vacationing couples and second-home owners coming to Mallorca to spend leisure time with loved ones and friends, Can Feliu provides the feeling of being welcomed by close, local friends and hosted at their holiday *finca* which has relaxed, comfortable accommodations set amongst a beautiful, peaceful, rural landscape where their *savoir-faire* in crafting quality, biodynamic wine and olive oil is openly shared and can be experientially explore through taste and participation. No other accommodation in the area parallels with such a holistic, tranquil experience where guests can explore the property so freely and welcomed which is also home to a working winery and olive oil mill, and at no other winery in the area do visitors feel like such good friends, enjoying wine, snacks and games on the terrace.

## 4 TACTICAL AND ACTION PLAN

### 4.1 New and Improved Products and Services

Tactic	Description & Actions	Availability & Pricing	Corresponding Objectives
<b>Wine Bar Concept</b>	<p>Develop a new tasting room format, shifting from appointment only to open to the public hours in the afternoons where customers can come, taste wines, order some snacks, make wine purchases in the shop without reservations in a casual and pleasant winery atmosphere. It encourages repeat visits by residents and hotel guest to engage with the winery perhaps multiple times during their stay. Can be ran with a minimal staff of one person:</p> <ul style="list-style-type: none"> <li>• Develop menu with tasting flights, wines by the glass or bottle and snacks with profitable pricing</li> <li>• Rearrange tasting room to accommodate more individual tables and separate space for groups to not interrupt the normal tasting room service</li> <li>• Create a welcoming, attractive atmosphere with music and lawn games</li> <li>• Order better wine glasses (with logo and no scratches or hard water marks) and supplies to operate snack service from the kitchenette</li> <li>• Promote new offer/menu and tasting bar hours</li> </ul>	<p>Open to the Public: 14h00-18h00 Tuesday – Saturday</p> <p>See <b>Appendix I</b> for planning and proposal documents including menu with pricing.</p>	<ul style="list-style-type: none"> <li>• Drive more traffic to tasting room and shop</li> <li>• Achieve a higher average guest expenditure</li> <li>• Increase customer loyalty</li> <li>• Create a cohesive brand image, aligning all business sectors and increasing brand quality perception</li> </ul>
<b>Wine Shop Reboot</b>	<p>Make improvements to the shop layout and sales systems to encourage more sales and make selling more efficient:</p> <ul style="list-style-type: none"> <li>• Establish set opening hours</li> <li>• Updating price tags and stock (only house label wines and sales partnership private label wines). Everything in the shop should be for sale.</li> <li>• Offer wine bags and gift boxes</li> <li>• Make ready a wine order form and pens (logo pens for promo items)</li> <li>• Fill shop with other merchandise that is already available but not for sale (polo, hats, corkscrews)</li> <li>• Update to a digital point of sale system with electronic inventory system</li> </ul>	<p>Shop Hours: 14h00-18h00 Tuesday-Saturday</p>	<ul style="list-style-type: none"> <li>• Streamline sales processes</li> <li>• Increase product awareness</li> <li>• Increase direct to consumer wine sales</li> </ul>
<b>Wine Packing &amp; Shipping</b>	<p>Offer better material and service to pack wines to take in suitcases or in boxes to check onto the plane. Make giving pricing for shipping more efficient:</p> <ul style="list-style-type: none"> <li>• Stock shop with bubble wrap</li> <li>• Stock shop with checkable wine boxes for the plane</li> <li>• Look into integrating UPS app with online shop for more accurate shipping prices</li> <li>• Make signage/shipping flyer to communicate shipping and packing possibilities</li> </ul>		<ul style="list-style-type: none"> <li>• Increase direct to consumer wine sales</li> <li>• Streamline sales processes</li> </ul>
<b>Library Wine Program</b>	<p>Create a library of special reserve wines (old vintages) that are still in the winery cellar and make them available exclusively in the wine shop at higher prices than the current release wines:</p> <ul style="list-style-type: none"> <li>• Taste through old vintages to assess quality level</li> <li>• Assign library pricing to old vintages</li> <li>• Order three and one bottle wooden boxes for vertical and sign wine packaging</li> <li>• Order two-prong opener (logoed) for promotional gift with library wine</li> <li>• Create signage/ graphics /flyer and blog post to communicate library program and announce on social media regularly</li> </ul>	<p>Only available to winery visitors in the Can Felu wine shop</p>	<ul style="list-style-type: none"> <li>• Increase brand quality perception</li> <li>• Increase product awareness</li> <li>• Increase direct to consumer sales</li> </ul>
<b>Wine + BBQ</b>	<p>Updates to help facilitate wine sales:</p> <ul style="list-style-type: none"> <li>• 4 wines only at tasting: white, rose and two reds</li> <li>• Progressive tasting: stations set up in the cellar to serve the white and rose, so when taking about the wine making starts, so does tasting the results</li> <li>• Reds to be served at the end of the tour with the tapas in the tasting room</li> <li>• Limit tour/tasting to 45 mins, giving at least 15 min to browse the shop and make purchases</li> <li>• Make and hang sign to let people know which wines they tried that evening</li> <li>• Sales booth/ check out register can be set up at the BBQ (when held outside) with a small stock of wines with signage indicating wine sales</li> </ul>	<p>18h30 Fridays 36 € /person (suggest 38)</p>	<ul style="list-style-type: none"> <li>• Streamline sales processes</li> <li>• Increase product awareness</li> <li>• Increase direct to consumer wine sales</li> </ul>

<b>Reserve Tasting Experience</b>	<p>A tasting of 4 premium and special reserve vintage wines from the library. It will also be a close-up demonstration of how to properly open aged wine, decant (over candle light) and serve. This tasting will be held in the private meeting room adjacent to the tasting bar.</p> <ul style="list-style-type: none"> <li>Wines: Project S'Almudina Blanc, Bullfish red (current vintage), Alè de Sirà Reserve 2007, Binerbo Reserve 2005</li> <li>First ensure library program has launched well</li> <li>Offer booking on website and include in print brochure (and look to list on other websites)</li> </ul>	<p>11h00 Thursdays 24 €/person (before shop + tasting room open) 1 hour</p> <p>Min 2 persons, Max 8 persons</p>	<ul style="list-style-type: none"> <li>Increase brand quality perception</li> <li>Increase product awareness</li> <li>Increase direct to consumer sales</li> </ul>
<b>Visit to the Old Cellar + Wine Paring Lunch</b>	<p>A short visit to the Can Feliu historical cellar in the center of Porreres with one wine served as an aperitif in the cellar (white) followed by a three course lunch paired with Can Feliu wines at a local restaurant (L'Escrivania or El Centro).</p> <ul style="list-style-type: none"> <li>Glasses and wines brought to and from the old cellar each week</li> <li>Tourist meeting point in the main square</li> <li>Printed menu prepared each week, working with restaurant for dishes. Wine order form is printed on the back of the menu. Wines can also be purchased through the restaurant for guests to take with them immediately.</li> <li>Offer booking on website and include in print brochure (and look to list on other websites)</li> </ul>	<p>11h15 Wednesdays Lunch 12h00 -13h30 32 €/person (before shop + tasting room open and provides daytime activities for guests)</p> <p>Min 4 persons, Max 12 persons</p> <p><b>To launch in 2020</b></p>	<ul style="list-style-type: none"> <li>Increase brand quality perception</li> <li>Increase product awareness</li> <li>Increase direct to consumer sales</li> </ul>
<b>Olive Oil Mill Tour, Tasting with Pa amb Oli Class</b>	<p>A short tour of the olive oil mill followed by a guided tasting of oil (in official taster glasses) and then a "make your own" Pa amb Oli lunch set out in the apricot grove, includes Can Feliu wine (choice of wine or red).</p> <ul style="list-style-type: none"> <li>Offer booking on website and include in print brochure (and look to list on other websites)</li> </ul>	<p>11h00 Tuesdays 28 €/person (before shop + tasting room open) and provides daytime activities for guests) 1.5 hours</p> <p>Min 4 persons, Max 12 persons</p> <p><b>To launch in 2020 when the mill is in better condition to receive tourists</b></p>	<ul style="list-style-type: none"> <li>Increase brand quality perception</li> <li>Increase product awareness</li> <li>Increase direct to consumer sales</li> </ul>
<b>Wine Beach Bags &amp; Picnic Pack</b>	<p>For sale in the wine shop and one in each guest room to use during their stay to enjoy the beach, but also more Can Feliu wine. Offers promotional value when seen on the busy beaches of Mallorca. The logoed beach bag is loaded with:</p> <ul style="list-style-type: none"> <li>2 Can Feliu branded beach towels featuring Rosat d'Alens wine</li> <li>2 Govino plastic wine tumblers</li> <li>Can Feliu corkscrew</li> <li>Note card to guest letting them know that a picnic lunch can be order including wine with a frozen wine chiller pack the day before they want to enjoy it.</li> <li>Guest can take any of the items with them as a souvenir and be charged. Or they can purchase any of the items in the Can Feliu wine shop.</li> </ul>	<p>One bag available in every room with the wine and wine chiller pack and picnic available to order with the front desk the day before</p>	<ul style="list-style-type: none"> <li>Increase brand awareness</li> <li>Achieve a higher average guest expenditure</li> </ul>
<b>Wine Clubs</b>	<p>Reorganization of the Tú Crianza Project into a proper club and launch a seasonal case club with 3 shipments of wine or winery pickup (Spring, Summer, Fall). Memberships include:</p> <ul style="list-style-type: none"> <li>4 free tasting passes to bring friends to the winery</li> <li>VIP access to the Harvest Party and other member only events</li> <li>Special friends and family rate at the hotel booking through the website</li> <li>Discount in Can Feliu wine shop (10%)</li> </ul>	<p>Open to everyone by signing up in tasting room or online. Shipping not available to some countries.</p> <p>Need to work on the CRM system and email marketing system to be able to realize a proper club. <b>For planning during the next 2 years.</b></p>	<ul style="list-style-type: none"> <li>Increase customer loyalty</li> <li>Increase direct to consumer sales</li> <li>Increase brand awareness</li> </ul>

## 4.2 External Communications

Tactic		Description & Actions	Corresponding Objectives
Online	Email Marketing	<p>Start an email marketing database with segmentation by language (English, German, Spanish), sign-up method/sources (Website, Winery, Hotel Guest etc.), and customer type (winery client distributor, restaurant, private label, individual, winery club member, hotel guest etc.).</p> <ul style="list-style-type: none"> <li>Register for an email marketing platform for list management, campaign creation and delivery</li> <li>Establish method for regulating extracting, classifying and uploading new client emails from Astro hotel reservations system and WGuest management system</li> <li>Create sign-up forms for placement on websites and other materials to grow database</li> <li>Goal to send one marketing campaign email per month</li> </ul>	<ul style="list-style-type: none"> <li>Create a cohesive brand image</li> <li>Grow customer email database</li> <li>Advance external marketing and communications tools</li> <li>Gain a larger share in direct bookings for hotel</li> <li>Increase direct to consumer sales</li> <li>Drive traffic to the tasting room</li> </ul>
	Website Marketing	<p>Update content and website functionality to reflect a cohesive brand standard and better complement other marketing efforts</p> <ul style="list-style-type: none"> <li>Conduct a website analysis to identify needed updates, missing content and desired enhancements. Completed and available in <b>Appendix J</b>.</li> <li>Make updates as possible in-house and enlist website management company to make more advanced changes as necessary.</li> </ul>	<ul style="list-style-type: none"> <li>Create a cohesive brand image</li> <li>Augment online visibility</li> <li>Boost online reputation</li> <li>Advance external marketing and communications tools</li> <li>Gain a larger share in direct bookings for hotel</li> </ul>
	Website Retargeting Ads and Google Pay Per Click	<p>To drive direct sales, a special offer (such as complimentary bottle of wine in room and or special rate -5% BAR) can be created to be used in a google retargeting ad which is served-up to visitors of the website (on another website they look at) after they left the website without booking.</p> <ul style="list-style-type: none"> <li>Google Analytics tracking must be set up properly on the website</li> <li>Establish a google ad account (suggested that this is done by an outside party such as the website management Company) to administer ad campaigns.</li> <li>Tactics can be used for wine or wine tourism offers as well</li> <li>Website updates should be done first to ensure that the efforts to drive visitors back to the site are as successful as possible</li> </ul>	<ul style="list-style-type: none"> <li>Gain a larger share in direct bookings for hotel</li> <li>Advance external marketing and communications tools</li> </ul>
	Social Media Content Marketing	<p>Ensure that the content and messaging being communicated on social media aligns with the new brand standards.</p> <ul style="list-style-type: none"> <li>Update business descriptions on accounts to be consistent in content, communicating all sectors (hotel, wine, olive oil)</li> <li>Create a content plan with basic messaging and post ideas to use during the season</li> <li>Boost posts only when they are performing extremely well</li> </ul>	<ul style="list-style-type: none"> <li>Create a cohesive brand image</li> <li>Increase brand awareness</li> <li>Augment online visibility</li> <li>Boost online reputation</li> </ul>
	Video & Photo Content Marketing	<p>Create promotional/content videos and high resolution still photos for key products/moments to promote on website, for updating print marketing material, advertisements and social media</p> <ul style="list-style-type: none"> <li>Harvest at the winery and olive oil mil</li> <li>Wines</li> <li>Core hotel and wine tourism offer (BBQ, Tastings etc.)</li> <li>Wine clubs</li> <li>For a professional job, a production company should be hired</li> </ul>	<ul style="list-style-type: none"> <li>Create a cohesive brand image</li> <li>Increase brand awareness</li> <li>Increase product awareness</li> <li>Augment online visibility</li> </ul>
Traditional	Brand Standards Development	<p>Develop a set of brand guidelines which can inform all the marketing messages and creative direction that umbrellas all sectors of the business. This has been completed, see <b>Appendix H</b>.</p>	<ul style="list-style-type: none"> <li>Create a cohesive brand image, aligning all business sectors and increasing brand quality perception</li> </ul>
	Signage	<p>Currently, the property is lacking some key signage and communication to point visitors and guests in the right direction once on the premises. Also, signage updates can be considered to drive more traffic from the town. See <b>Appendix K</b> for photos and details with suggested updates.</p>	<ul style="list-style-type: none"> <li>Create a cohesive brand image, aligning all business sectors and increasing brand quality perception</li> <li>Drive more traffic to the tasting room</li> </ul>



Client Communications (Print)	<p>There are several points of printed communication with guests and clients which should be updated to better reflect the brand standards and better serve the guests needed. As well, some new materials can be implemented to encourage repeat business and referrals. See <b>Appendix N</b> for supporting files and photos.</p> <ul style="list-style-type: none"> <li>• Dinner menus and signage in breakfast room update</li> <li>• Activity flyers and brochure display area in breakfast room improvements</li> <li>• Business card for tasting bar and wine shop</li> <li>• Guest welcome story-book with guest information and a property map (create map) along with info on the wines and olive oil in room.</li> <li>• Thank you note in wine shipments with "call to action" to re-order</li> <li>• Also, some decorating is needed in the tasting room. Photos of the wine making process and vineyards at harvest time, along with images of Malloca interior villages, design elements ect. in large poster size with nice frame are suggested.</li> </ul>	<ul style="list-style-type: none"> <li>• Create a cohesive brand image, aligning all business sectors and increasing brand quality perception</li> <li>• Increase product awareness</li> </ul>
Brand + Visitation Brochure	<p>Create a and print an updated brochure highlighting the hotel and winery with touristic activities together, as one cohesive brand applying the branding guidelines. This can be sent home with guest and tasting room visitors to pass to friends and be distributed at fairs and promotional events. See <b>Appendix N</b> for brochure.</p>	<ul style="list-style-type: none"> <li>• Create a cohesive brand image, aligning all business sectors and increasing brand quality perception</li> <li>• Increase brand awareness</li> <li>• Increase product awareness</li> </ul>
Press Relations	<p>In order to better solicit media attention, the following should be created. See <b>Appendix N</b> for supporting files.</p> <ul style="list-style-type: none"> <li>• Press Kit PDF + Hi-res photo and logo files accessible by a download link</li> <li>• Press release format</li> <li>• Every press release should be also posted as a blog post on the website for online visibility</li> </ul>	<ul style="list-style-type: none"> <li>• Create a cohesive brand image, aligning all business sectors and increasing brand quality perception</li> <li>• Increase brand awareness</li> <li>• Augment online visibility</li> </ul>

### 4.3 Internal Communications

Tactic	Description & Actions	Corresponding Objectives
Staff meetings with moral boosters	<p>It is highly recommended to ensure the best operation and team mentality of the staff, as well as to increase efficiencies that regular staff meetings take place between management and the hotel and winery staff. Especially as changes are made in the marketing direction and messaging, it is essential that all client facing staff be able to follow-through on the brand promise made with the new direction. A well-informed staff and happy staff that feels they are a part of a team and appreciated for their hard work and many hours put in, that is working together for the same goals, will provided the best customer service.</p>	<ul style="list-style-type: none"> <li>• Improve internal communications</li> <li>• Streamline sales process</li> </ul>
Group online calendar/ schedule	<p>With the physical separation of the hotel, reception, kitchen and winery offices and staff, it is essential to have an easily accessible and real-time, up-to-date calendar to keep track of guest events, tasting appointments, staff schedules etc. Knowledge is power. Currently working of a of Word document calendar saved on the hotel server does not enable the winery staff quick access, plus this calendar is printed out and then changes are made only on the printed version located at reception. This makes it challenging for all parties to stay up to date. Moving to an online based calendar with multiple user levels (admin, view only, add only etc.) is highly recommended for smooth and efficient operations.</p>	<ul style="list-style-type: none"> <li>• Improve internal communications</li> <li>• Streamline sales process</li> </ul>

## 4.4 Sales, Promotions and Special Events

Tactic		Description & Actions	Corresponding Objectives
Online	Hotel Packages & Special Rates	<p>Offer rates on website that include activities (reserve tasting, Friday BBQ etc., beach bag/picnic lunch). This will give added value to booking direct on the website and offer something to promote online with retargeting ads and social media. Special rates can be sent as well to the email database to encourage direct bookings.</p> <ul style="list-style-type: none"> <li>Design packages</li> <li>Revenue management company to set-up on direct booking engine</li> <li>Create a page on website to communicate packages</li> </ul>	<ul style="list-style-type: none"> <li>Gain a larger share in direct bookings for hotel</li> <li>Achieve a higher average guest expenditure</li> </ul>
	Create Additional Point of Purchase at Reception	<p>Set-up a small point of purchase for wines and olive oil at the reception/check out desk with a small stock of white, rose and two reds, olive oil, plus gift bags and packing materials for the plane. Since the shop is not open in the morning, and it has been observed that guest like to buy last minute when they know if they have room in their suitcases for some souvenirs, sales opportunities are currently being missed during these morning hours. Having a point of sale in the front office will remedy this.</p>	<ul style="list-style-type: none"> <li>Offer more opportunities for wine, food and merchandise purchases</li> <li>Achieve a higher average guest expenditure</li> <li>Increase direct to consumer wine sales</li> <li>Increase product awareness</li> </ul>
On-premise	Hotel Guest Welcome Glass of Wine	<p>Rather than including a complimentary bottle of in every room (current practice), a welcome glass of wine can be offered to guests instead at the tasting bar via a small note card received upon check. Purposes:</p> <ol style="list-style-type: none"> <li>complimentary bottles in room can be reserved to give more booking incentive on special rates or for repeat guests, rather than offered to everyone</li> <li>welcome glass encourages guest to come see the tasting bar and interact with wine sales staff, giving more time to connect with the guest about the wines and philosophy, and sell wine and additional activities to the guests</li> <li>guest have a choice to try what they like (white, rose or red) rather than just getting red</li> <li>helps use-up already open wines from tastings that are still good, but will go bad if there are not enough visitors to the tasting bar</li> </ol>	<ul style="list-style-type: none"> <li>Increase direct to consumer wine sales</li> <li>Increase product awareness</li> </ul>
	Harvest Party	<p>Once per year after the harvest is complete (late October), an annual event can be thrown to close-out the season and provide a final push for sales of the current release wines, plus provide promotional value. Specifications can include:</p> <ul style="list-style-type: none"> <li>Takes place at the winery (not hotel, to not disturb guests so much)</li> <li>Entry by purchasing ticket which includes 5 tastes of wine plus 1 glass of wine, tapas and buffet dinner (40-60 euros per person)</li> <li>No tour, winery facilities are closed, just tasting at the tasting bar at guests' leisure and the event takes place primarily outside in front of the winery.</li> <li>Pig roast, live local music and grape stomping activity (reserve some last grapes from the harvest)</li> <li>Wine club members get discounted tickets</li> <li>Wines by the bottle available to purchase in the wine shop throughout the event to consume or take home</li> </ul>	<ul style="list-style-type: none"> <li>Offer more opportunities for wine, food and merchandise purchases</li> <li>Achieve a higher average guest expenditure</li> <li>Increase direct to consumer wine sales</li> <li>Increase product awareness</li> </ul>
	Trade/Industry and Press Tasting	<p>Once per year with the release of the new wines, a complementary event can be organized to host influencers in the industry on the island, wine shop owners/staff, restaurant owners/sommeliers, other winery owners/staff and local press. Chefs from local restaurants can be featured. This will provide promotional value and kick-off the season (March or April) with a good refresh of the sales networks on the island, putting Can Feliu fresh in their minds. Funding can be sought through the ATB's <i>Better in Winter Campaign</i> funds.</p>	<ul style="list-style-type: none"> <li>Increase brand awareness</li> </ul>
Off-premise	Promotional Tastings and Visits with Key Local Accounts	<p>Once per month conduct a visit to a key account (restaurant, retail shop etc.) with a promotional tasting of a few wines. This is to maintain a good relationship with accounts ensuring continuous (to increasing) sales with the account. It also provides important contact direct with consumers and account sales staff to foster new relationships and extend exposure of the brand, as well as receive feedback and insights about products.</p> <ul style="list-style-type: none"> <li>Calendar of visits can be planned at the beginning of each season in February for one visit per month March through November (9 visits).</li> <li>Post visit schedule on the website on social media, make sure client accounts are being followed</li> <li>Live posting on social accounts from the visits can extend the promotional value</li> </ul>	<ul style="list-style-type: none"> <li>Increase brand awareness</li> <li>Increase product awareness</li> </ul>

## 4.5 Essential Tools and Costs

In order to follow-through on this plan's tactics, some essential tools must be sourced, and some capital spent. The main costs for this plan are contributed to the supplies and tools needed to operate the proposed wine tourism program and supporting marketing efforts. Here, the basic set-up and some on-going costs to operate this particular plan are only outlined, as well, a suggested budgeted is offered on some tactics. These estimates should be considered when making a detailed, Can Feliu marketing operations budget at the beginning of each year which would include specific budgeting for each planned tactic (i.e. signage installation, event costs/budget for harvest party, trade and press tastings, promotional tastings etc.) something that is out of scope for this project and needs ownership initiation and direction as part of the greater strategic business plan.

- **Wine Shop and Tasting Bar:** to set up the wine shop and tasting bar to work for the new proposed concept, some supplies are needed. The starting budget for conversion to this concept is 3,300 €. See **Appendix I** for a full list of supplies with cost information.
- **Google Analytics:** Installing google analytics properly on the website so that it can start producing marketing intelligence, is essential. The service/account is free, but needs to be set up by the website management Company to ensure proper tracking and access.
- **Mail Chimp:** Mail Chimp is a reputable email marketing service which is free to use with a database size of up to 2,000 subscribers (perfect for Can Feliu at this time). After 2,000 subscribers, there are several very affordable and flexible pricing plans such as a pay per campaign or monthly unlimited plans bracketed according to database size. The paid plans also unlock more advanced segmentation and database features and start at only about 10 USD per month (<https://mailchimp.com/pricing/>).
- **Canva:** Canva is an online design software which is easy to use and accessible from any computer with internet connection. All the new marketing materials in this plan were designed using Canva, but using a personal, student account which is free. It is highly recommended for Can Feliu to purchase one premium account for on-going maintenance of new marketing materials, for access to update and make new designs according to the branding guidelines in this plan. Pricing is between 10-13 USD per month (<https://about.canva.com/pricing/>).
- **Teamup:** Teamup is an online shared calendar application. It is free for up to 8 calendars and provides different levels of access via links, so anyone can view it at any time from any device. It can also be integrated to take self-reservations for use on a website for

tasting bookings and reservations. The free version is sufficient for Can Feliu to keep the winery and hotel on the same page and it could be used to post staff schedules. To upgrade for more advance functionalities, plans start at 8 USD/month (<https://www.teamup.com/pricing/>).

- **Printing:**
  - **Brochures:** 500-1000 count, estimate 300-500 €
  - **Business Cards:** 250 count, estimate 35 €
  - **Signs, Flyers, Posters:** recommend a budget of 250 €
- **Production for Video and Photography:** estimate 800-1000 € per video and 100 € per hour for photographer.
- **Online Advertising Spend:** recommend a budget minimum budget of 30-50 € per month for social media ads, retargeting, pay per click and other listings.
- **Staff:** Properly staffing for wine tourism and marketing operations may be the costliest, but it is the most important piece of the plan. Good, skilled people are the best sales and marketing tool for any business. Ideally, the wine tourism and sales/marketing operations would run with two positions, with one higher level to manage the strategy and be responsible for the outcomes in revenue, and one assistant level to help with the daily tasks and customer service. With two people forming a hospitality and marketing team, this department could manage customer relations, sales and marketing for the whole property (winery, hotel and mill). However, for immediate implementation, one position covering the most essential wine tourism and marketing duties must be created and filled.

## 5 RESULTS AND DISCUSSION

### 5.1 Achievements and Advancements During Internship

There were a few major achievements and advancements made during the internship. The most essential was the physical clean-up and organization of the wine shop and tasting room to make it operable, and furthermore, the establishment of regular operational procedures to keep the shop and bar organized, clean and running efficiently, plus launching the new concept for the wine tasting bar serving snacks, creating an experience that better reflects the brand image. Regular tasting room hours were set and a point of sale system with proper inventory tracking was set up using the existing accounting software (to cut-down on hand-written receipts). With

the system, sales statistics and client data will be tracked better, and the time to record a sale will be cut down substantially, making operations more efficient.

Other achievements consist of incepting the library wine program to sell older vintages (reserve wines) still in the cellar at a higher price point, creating the wine beach bags, and designing new communications print materials (new brochure, tasting room and shop business card, thank you note to go in wine orders, Tú Crianza Project brochure etc.) and other promotional graphics. Also, an email marketing database was set-up with Mail Chimp and the first welcome campaign with website promotional code offer was deployed via a sign-up pop-up on the website. The database is already growing with the addition of a sign-up field on the hotel website. A winery press kit was also created.

The results? Total wine shop/tasting room sales are already out pacing the last two years, projected to well surpass total sales from the last year in just four months. Most importantly, client feedback has been extremely positive, with new clients from the internship period already returning and becoming repeat clients, making substantial wine purchases. Gifts and photos have been provided by guests who loved their experience so much and wish to show their appreciation.

Although, as the new tasting format was just launched upon submission of this plan, we do not know the true impact yet. The aforementioned results were achieved during experimentation, planning and set-up of the new offer, but nevertheless, improvement was made using the existing offer because there was someone skilled and capable dedicated to take care of clients, sell and valorize the wines. The benchmarks statistics in this plan need to be recalculated to really understand if the plan's objectives have been achieved at the end of the year. The following year, in 2020, more precise KPIs should be set, including actual targeted numbers and percentages to reach. They were not set this year because the main goal is to set-up and start implementing the tactics, establishing base benchmarks and measurement procedures in order to more accurately track key indicators in the future.

## **5.2 Challenges and Limitations**

In any realm, efforts to change and improve always come with challenges. As well, there were some unexpected limitations faced during the development of this plan. The first and main challenge was the short timeline in which this plan had to come to fusion. Three months was quite restraining to complete a thorough research, analysis and strategy for brand marketing

communications while also fulfilling a regular position running the tasting room and shop. In some cases, access to systems and essential files took over a month to obtain. Meanwhile, there is an acclimation period in which it takes time just to grasp the basic way the business functions and what should to be done on a daily basis. Especially, in this situation, it took significant time and effort to arrive at a comfortable operable level in the shop and tasting room, plus to learn the wines, production, history and necessary information to serve clients well. Second, it became clear it was desired to see marketing and promotion actions happening right away, which is counter-intuitive to do before the development of a proper offer and strategy with the on-premise set-up to handle clients in an efficient and satisfactory way.

The biggest limitations included a small language barrier with some staff, and the need for translation of materials to German, Spanish and Catalan from English. This extra step significantly slowed the time to complete marketing actions. Even simple changes to text on the website are required in four languages and only one staff member is capable to do the translations. Also, it was unexpected to find that some of the systems which house key data had been improperly used in the past, thus issuing inaccuracies in the available data, or at times even ruining the ability to use some data all together. And finally, the absence of an actual business plan for the company to define the overall strategy and direction for the business, made it a difficult task to define a brand marketing strategy which should act as a compliment to a business plan, helping to make achieving business goals more efficient, but not setting the strategic direction for the business itself.

## **6 CONCLUSION**

Can Feliu is a company with far-reaching potential with quality products and services already fulfilling a niche in the touristic market in Mallorca and providing a unique proposition. Reaching its full potential, however, will depend greatly on the company's ability to communicate a cohesive, quality brand image to the right publics and follow-through on the brand's promise. The proposed strategy in this plan, which has sought to provide a strategic path to branding success, has been developed based on relevant research and analyses in key external and internal areas, thus offering a reliable foundation upon which to build. The partial implantation of this plan has yielded the following assets:

- An attractive, up-and-running, relevant wine tourism offer: The Can Feliu Wine Bar
- A tidy, well-stocked, organized wine shop with point of sale and inventory capabilities

- A standard set of brand guidelines to inform all marketing communications efforts
- New merchandise items which promote a high-quality brand image
- New communications materials (brand brochure, business cards and press kit) to distribute, accurately and attractively communicating products and services
- A segmented and growing email marketing database attached to a functioning delivery and management platform

Continuing the implementation of this plan's marketing communications tactics will provide real, measurable results, but relies strongly on appointing a capable actor within the company to be responsible for its implementation. Therefore, in conclusion, if Can Feliu maintains and further develops the wine tourism offer incepted in this plan, which is an internal, physical manifestation of the brand image, and continues to promote that offer using the tools and tactics proposed, the company will be well on its way to seizing its full potential.

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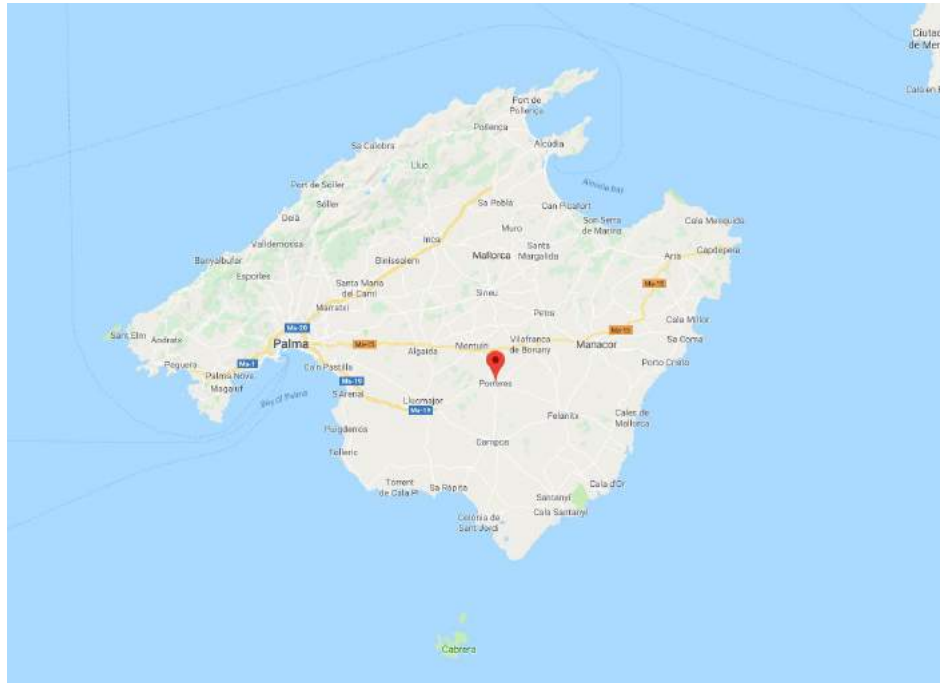


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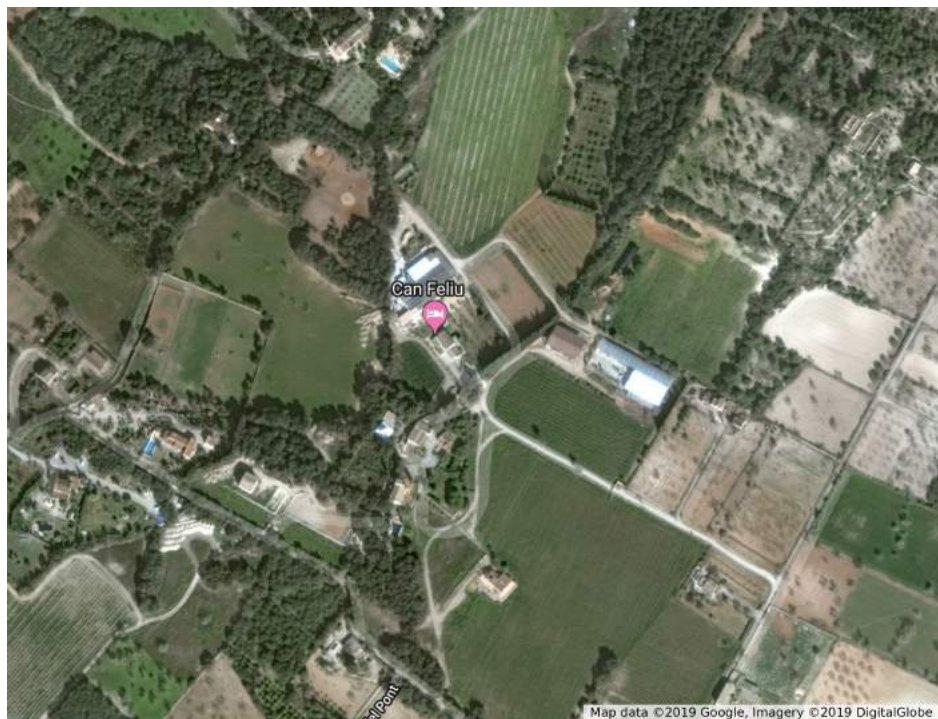
## 8 APPENDICIES

### Appendix A: Location and Property Maps

Porreres, Mallorca, Spain:



Can Feliu Property:



## Appendix B: 2015 Tourist Arrivals to Mallorca by Country

2015 Tourist Arrivals to Mallorca by Country		
	No. of Tourists	% of Total
<b>TOTAL (1+2)</b>	8,806,950	100%
<b>1. Spain</b>	1,059,612	12%
<b>2. Foreign</b>	7,747,338	88%
<b>FOREIGN COUNTRY</b>		
<b>Austria</b>	163,477	2%
<b>France</b>	323,241	4%
<b>Ireland</b>	104,556	1%
<b>Italy</b>	203,520	2%
<b>United Kingdom</b>	1,985,311	23%
<b>Germany</b>	3,237,745	37%
<b>Switzerland</b>	325,241	4%
<b>Belgium, Luxembourg, Netherlands</b>	345,837	4%
<b>Nordic Countries</b>	641,920	7%
<b>Rest of the World</b>	416,491	5%

Source: IBESTAT

## Appendix C: 2017 World's Top Wine Importing Countries

2017 World's Top Wine Importing Countries				
	Volume (mhl)		Value (m Euros)	
	2016	2017	2016	2017
Germany	15.2	15.2	2,510	2,469
United Kingdom	13.5	13.2	3,499	3,453
United States	11.1	11.8	5,009	5,190
France	7.6	7.6	741	812
China	6.4	7.5	2,143	2,458
Russia	4.0	4.5	662	878
Netherlands	4.0	4.4	980	1,139
Canada	4.2	4.1	1,604	1,653
Belgium	3.1	3.1	902	897
Japan	2.7	2.6	1,343	1,388

Source: OIV 2018

## Appendix D: Can Feliu Winery Product Analysis

	House Wines	Private Label Wines	Wine Tourism	Project Tú Crianza
<b>Product Description &amp; Retail Pricing</b>	<ul style="list-style-type: none"> <li>• <b>Blanc d'Alens</b> (White Blend): 14.50 €</li> <li>• <b>Rosat d'Alens</b> (Rosé Blend): 14.50 €</li> <li>• <b>Alè de Cabernet Sauvignon</b>: 18 €</li> <li>• <b>Alè de Sirà</b>: 18 €</li> <li>• <b>Alè de Merlot</b>: 18 €</li> <li>• <b>Alè d'Alens</b> (Red Blend): 18 €</li> <li>• <b>Binerbo</b> (Red Blend): 18 €</li> <li>• <b>Capxerigany</b> (Red Blend): 14.50 €</li> </ul>	<p><b>Sales Partnerships:</b> Can Feliu is the vineyard manager and producer. Clients cover cost of production and do the sales and marketing of their own wine. These are distinct products from the house label wines.</p> <ul style="list-style-type: none"> <li>• Bullfish Selection Privada (Premium red blend): 35 €</li> <li>• Project S'Alumdina Blanc (Chardonnay): 22 €</li> <li>• Project S'Alumdina Rosat (Blend): 22 €</li> </ul> <p><b>Production Partnerships:</b> Can Feliu is the producer and sells the wines "white labeled" to the client who acts as the distributor, sells and markets as their own wine. The wines are often the exact same product as the house label wines. Examples:</p> <ul style="list-style-type: none"> <li>• Tomshy wines: Amigo (White blend), Gran Rosat, Contento (Red blend), Contento Unico (Premium red blend)</li> <li>• Fera Restaurant</li> <li>• Pere Negre</li> <li>• Son Net Hotel</li> </ul>	<p><b>Individuals:</b></p> <ul style="list-style-type: none"> <li>• <b>Winery tour and tasting</b> by appointment, 5 wines presented on an oval serving board with a small quantity of tapas at the center of the board. This lasts usually about 1.5 hours: <b>15 € per person</b></li> <li>• <b>BBQ Night</b>, a group winery tour with hotel guests and outside visitors every Friday night starting at 6:30 pm, includes a tasting of 5 wines and tapas at the winery and then a BBQ dinner at the hotel: <b>36 € per person</b></li> </ul> <p><b>Groups/ Private Events (20 persons +):</b></p> <ul style="list-style-type: none"> <li>• "In Love with Wine Tasting" – tour of cellar with 5 wines and small snacks: 18 € per person</li> <li>• "Cata + Picada" – Same as above but with hot tapas: 26 € per person</li> <li>• "Cata + Picata Variat" – same as above but with desert and coffee: 36 € per person</li> <li>• Special Custom Dinner or Private BBQ which includes the tasting and tour plus dinner. 4</li> </ul>	<p>Barrel club that offers individual clients the opportunity to "make their own wine." Clients purchase a wine barrel and the quantity of red wine to fill the barrel for one vintage. They can decide on the blend among a few red varietal options as well as how many 750 ml or magnum size bottles they would like from the barrel. The client also designs his/her own wine label to apply to the wine bottles. Pricing is a bit complicated as the costs are direct the prices of the barrel, the wine that goes inside, the costs to bottle, cork and label, plus shipping of the wine to the client.</p>
<b>Sales &amp; Communications Methods</b>	<p>The house label wines are little promoted. They are available for sale online and in the shop and are served at the hotel dinners. Also a bottle is given complementary in each room. A little bit of press has been received in the past on these wines and some awards (like gold medal Concours de Brussels) have been won on some wines. They attend a few local fairs and have an outdated brochure from several years ago.</p>	<p>Can Feliu relies on the clients to do sales and marketing if their own wine label, and it a way, for the Bodgea. The clients promote their own labels but also Can Feliu as the producer and bring in referrals for new commercial clients and winery visitors. Can Feliu gets all returns from private label wines which sold direct to consumer through the winery shop.</p>	<p>It has been left up to the hotel to sell wine tourism products and book groups, therefore the products are more hotel products than winery ones. Limited information is on the website with no one to keep it updated. Contact is through email or phone to book. An old brochure from two years ago communicates the individual offers with outdated pricing. (see images below)</p>	<p>These clients come mainly as referrals from private label clients or other Tú Crianza members. There is limited information on this club on the website. And a simple, basic PDF document is used to present the club to interested parties and give the pricing.</p>
<b>Customer Profile</b>	<p>Local restaurants and grocery chains, foreigners (English and German speaking) who live part-time or full time on the island, locals (from Palma) who know the Feliu brothers or family (Spanish or Catalan speaking). Hotel guests.</p>	<p>Private owners (generally foreign, English and German speaking) of restaurants and hotels on Mallorca or Europe. Independently wealthy, foreign men (40-70 yrs.) that own I vineyard property in Mallorca.</p>	<p>Most individual clients are hotel guests (English or German speaking), groups are often locals (Spanish and Catalan speaking) that know about the hotel/winery or prior hotel guests who come back and book an event. For the BBQ many part-time island residents and locals come.</p>	<p>English and German speaking. Individuals (noncommercial) Groups male friends or couples, middle aged, visit Mallorca often or own a house or property on the Island.</p>

<p><b>Challenges</b></p>	<p>Labels are in Mallorcan (Catalan). It is hard to read the grape varietal and for customers to discern the difference of Alè wines. Some client comments indicate the labels look ominous with the smeared writing and grey-tones.</p>	<p>Need better differentiating statements to justify the higher price other than just saying it is premium. Customers ask "what's special about this wine" (compared to the house label wines). Where does the house label fit. It is hard to manage the brand when Effects branding.</p>	<p>For individual tours by appointment, with only one staff person for the shop and tasting room it is difficult to provide a private tour as this takes the staff person away from the shop. Tours are interrupted by customers arriving to the shop. To give the full experience, it also takes too long (1.5 hours) when there is only one person on staff and 5 wines is a lot. Plus where there are 4 people in the group the oval board with the wines is very clunky to have 4 on one table. The stemless wine glasses do not allow proper appreciation of the wine. (see images below) The BBQ does not produce many wine sales as timing is always rushed between the tasting and moving to the hotel for the dinner, therefore not giving time for purchasing in the shop. The groups work okay on the weekends, because the hotel can dedicate staff to set-up and clean up, and one of the Feliu brothers can do the tour.</p>	<p>The club has reached a size that it is becoming a logistical nightmare for the winery given the current systems and staff available. It is a very marketable product, but before it can grow further, the internal processes need to be optimized and streamlined.</p>
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## House Label Wines:



## Current Tasting Room Offer:



## Appendix E: Can Feliu Online Analysis

Can Feliu Online Analysis Summary 2019		
	Winery: bodegacanfelu.com	Hotel: canfelu.es
Website Analytics & Direct Booking Engine	Google Analytics was not properly installed and it was not tracking any traffic to the site, therefore there is no historical data for traffic to the site. Wordpress CRM statistics are not sufficient to report historical data.	Same situation for the hotel domain Google Analytics. 2014-2018 there were only 4 direct website bookings.
Google Ranking & Listing	<p>"Bodega Can Feliu" google search= Canfelu.es (hotel website) is first result and Bodegacanfelu.com is second.</p> <p><b>Google place listing:</b> 4.7 rating out of 5 from 6 reviews</p> <p>Do not provide opening hours.</p> <p>"Winery Porreres" google search = bodega website #4 listing, hotel website is #1 – map listing #3 behind Mesquita Mora</p> <p>"Porreres things to do" google search = not in first page results. Mesquida Mora is first place listing, then Monti-sion Sanctuary followed by Bodega Son Artigues</p>	<p>"Can Feliu Ecoagroturismo" google search = canfelu.es #1 listing</p> <p><b>Google place listing:</b> 4.7 out of 5 from 60 reviews</p> <p>"Rural hotel porreres"</p> <p>#3 place listing, website is not on first page link results</p> <p>"Agroturismo porreres"</p> <p>#3 place listing, website link # 4 listing</p>
Social Media	<p>Social media accounts are shared hotel/winery.</p> <p><b>Facebook Official Page:</b> <a href="http://facebook.com/canfeluagroturismobodega/">http://facebook.com/canfeluagroturismobodega/</a></p> <p>Likes: 903</p> <p>Followers: 897</p> <p>Check-ins: 240</p> <p>Multiple accounts representing the business.</p> <p>Personal profile: <a href="https://www.facebook.com/fxfeliu">https://www.facebook.com/fxfeliu</a> (3,170 friends)</p> <p>Duplicate page: <a href="https://www.facebook.com/canfelu.ch/">https://www.facebook.com/canfelu.ch/</a> (89 likes)</p> <p>These need to be merged and cleaned up.</p> <p><b>Instagram:</b></p> <p>Posts: 11</p> <p>Followers: 450</p> <p>Following: 60</p> <p>Not active before, some bad-quality photos. Need to update accounts for consistent messaging and imagery</p>	
TripAdvisor	0 reviews and no rating	5.0 rating out of 5, 57 reviews: 23 English, 19 German, 9 Spanish #4 Best Value of 6 Porreres Specialty Lodging
Other Applicable	<b>Vivino:</b> 4.0 rating out of 5 from 345 ratings, 20 wines listed	<b>Booking.com:</b> 9.3 rating out of 10, 116 reviews <b>HolidayCheck.de:</b> 6.0 rating out of 6 <b>Expedia.com:</b> 4.8 rating out of 5, 91 reviews

Social media and TripAdvisor statistics taken directly from source in March 2019, at the beginning of the internship period.



## Appendix F: Customer Survey Responses

In order to have some performance benchmarks regarding the overall guest satisfaction and likelihood that previous guests would recommend Can Feliu's products and services a 10 question survey was administered via Survey Monkey and delivered by email using a MailChimp campaign on April 16<sup>th</sup>, 2019 to 241 hotel guests who are assumed English speaking. The survey was also designed to gauge the brand alignment between the hotel and winery, feeling for hotel guests' perceptions of the winery experience, as well to provide some insight for marketing and branding direction through free word association and free response questions.

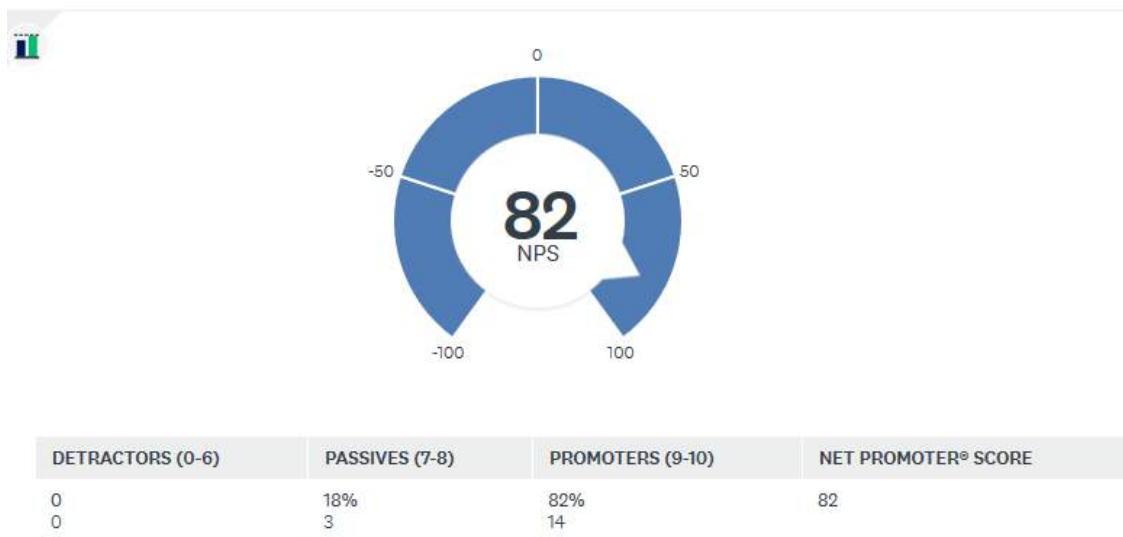
The email open rate was 60.1% (very high), but only 17 surveys were completed. This was the first campaign sent to part of the Can Feliu hotel database using Mail Chimp and was also meant to act as reminder that they are on the mailing list and will be receiving marketing communications emails from the property moving forward.

Unfortunately, the results are limited due the survey only being administered in English. The same survey was designed in Spanish and German, but delays in translation and lack of sufficient time and support made delivery of the survey in the additional languages impossible to include before the deadline of this plan.

### Question 1:

How likely is it that you would recommend staying at Can Feliu to a friend or colleague?

Answered: 17 Skipped: 0



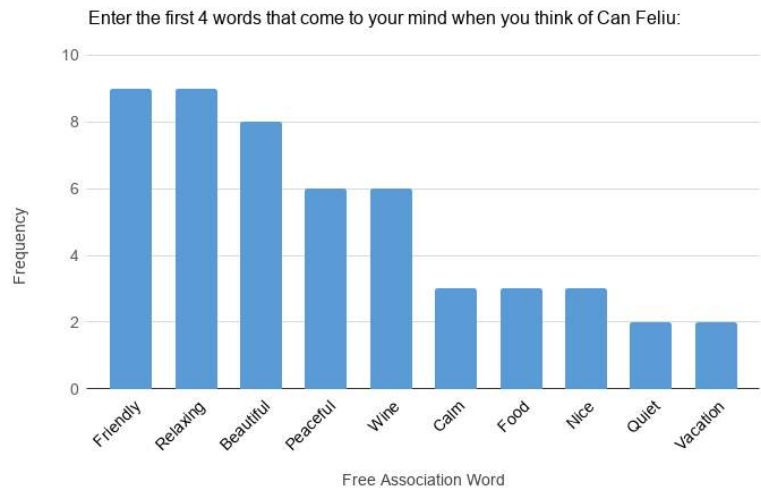


## Question 2:

### (Free Word Association)

Enter the first 4 words that come to your mind when you think of Can Feliu:

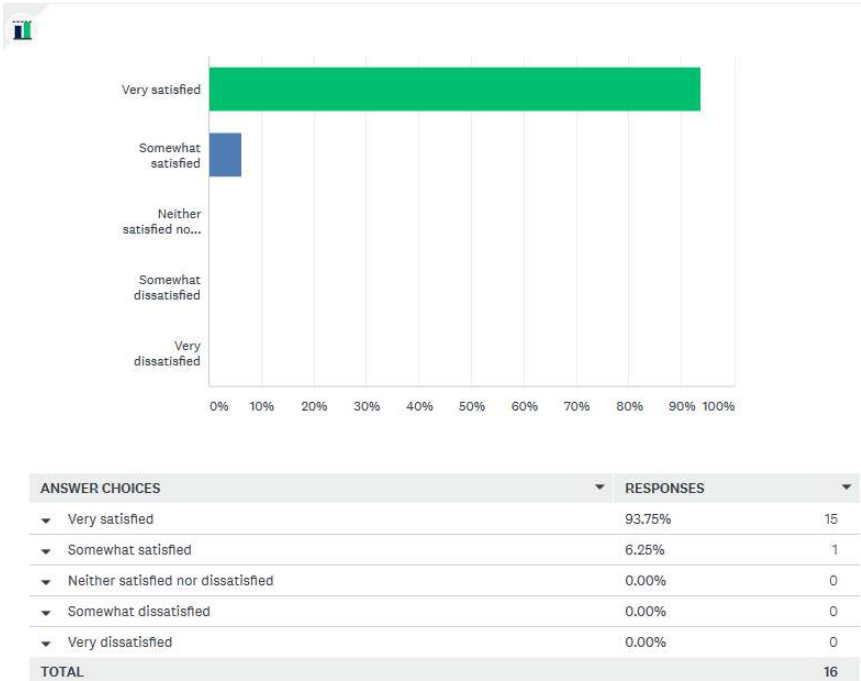
Free Word Brand Associations From Customer Survey Responses	
Word	Frequency
Friendly	9
Relaxing	9
Beautiful	8
Peaceful	6
Wine	6
Calm	3
Food	3
Nice	3
Quiet	2
Vacation	2
Comfort	1
Cosy	1
Dog Friendly	1
Recreation	1
Landscape	1
Lovely	1
Nature	1
Outdoor	1
Perfect	1
Project tú crianza	1
Recreation	1
Sunshine	1
Tasteful	1
Terrace	1
Tranquil	1
Vineyards	1
Welcoming	1
Wonderful Dinners	1



### Question 3:

Overall, how satisfied or dissatisfied are you with your last stay?

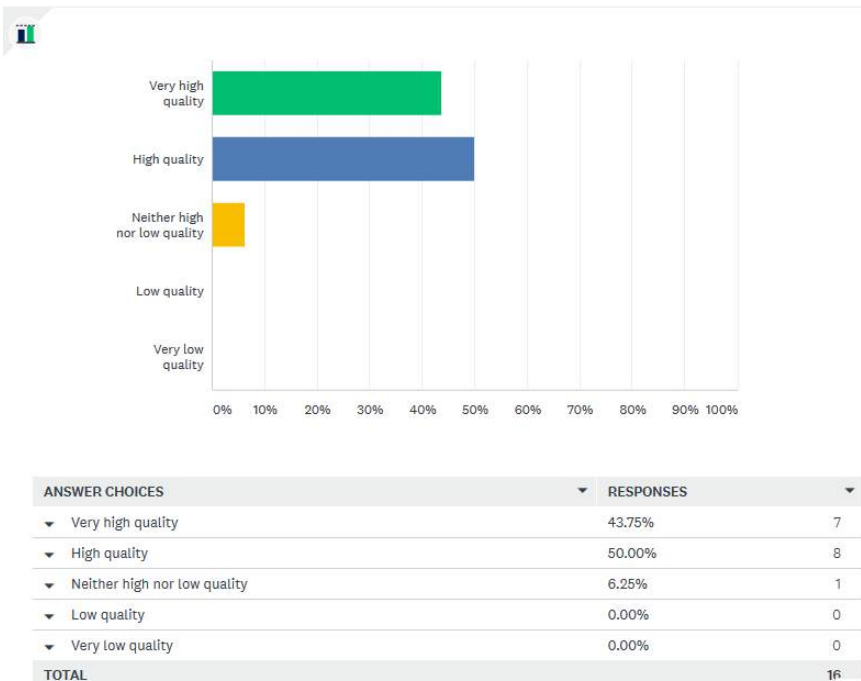
Answered: 16 Skipped: 1



### Question 4:

How would you rate the quality of our hotel services?

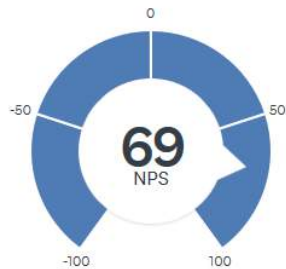
Answered: 16 Skipped: 1



### Question 5:

How likely is it that you would recommend our wines to a friend or colleague?

Answered: 16 Skipped: 1

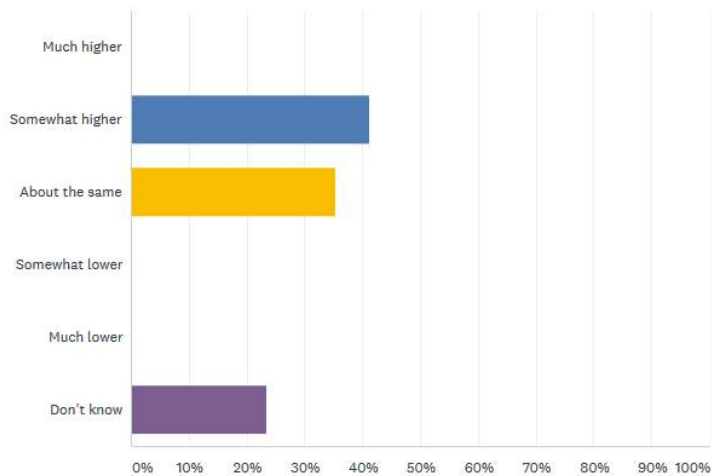


DETRACTORS (0-6)	PASSIVES (7-8)	PROMOTERS (9-10)	NET PROMOTER® SCORE
0	31%	69%	69
0	5	11	

### Question 6:

Compared to the average price per bottle that you usually spend on a wine, are our wines priced higher, lower, or about the same?

Answered: 17 Skipped: 0

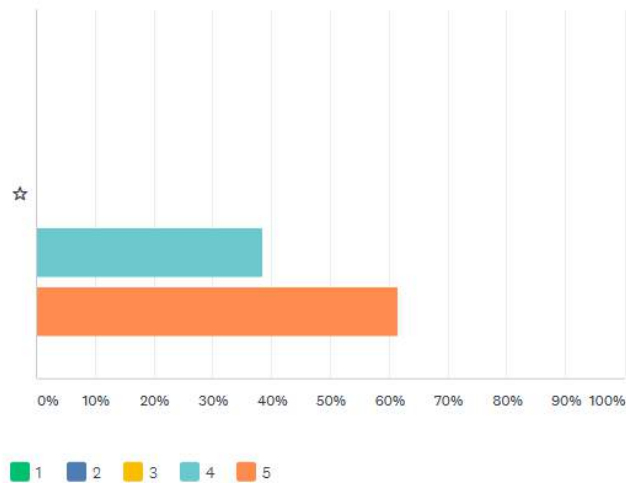


ANSWER CHOICES	RESPONSES	
▼ Much higher	0.00%	0
▼ Somewhat higher	41.18%	7
▼ About the same	35.29%	6
▼ Somewhat lower	0.00%	0
▼ Much lower	0.00%	0
▼ Don't know	23.53%	4
TOTAL		17

### Question 8:

If you did visit our winery, please rate your tour.

Answered: 13 Skipped: 4

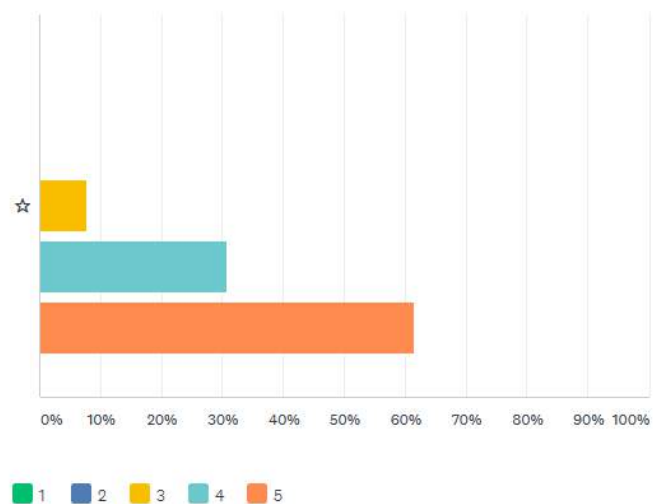


	1	2	3	4	5	TOTAL	WEIGHTED AVERAGE
☆	0.00% 0	0.00% 0	0.00% 0	38.46% 5	61.54% 8	13	4.62

### Question 9:

If you did visit our winery, please rate your wine tasting experience.

Answered: 13 Skipped: 4



	1	2	3	4	5	TOTAL	WEIGHTED AVERAGE
☆	0.00% 0	0.00% 0	7.69% 1	30.77% 4	61.54% 8	13	4.54

### Question 10:

#### (Free Response)

Please share any additional feedback, comments and/or suggestions you may have for us:

Question Responses
Very welcoming and pleasant stay - pool a little cool
Looking foreword to see you!
Loved the peaceful terrace and gardens covered with climbing plants and flowers. A beautiful place to dine outside. Loved the quiet swimming pool with plenty of sun loungers and free bike hire. Helpful staff made sure we had taxi booked for night collection. Loved the hammock and terrapin in the stream. Would have loved to listen to some live music whilst drinking your wine outside on a summers evening or a cookery lesson.?
When we were there, the chairs around the pool where old and broken. They had to be replaced. For the rest we enjoyed every moment of our staying. Please keep me sending your e-mails.
Will be back to visit again, to busy this year but hopefully next year. Hope you have built the 2nd swimming pool
We will visit Can Feliu in June for the first time...
I'll visit you after Eastern again 😊
You always feel welcome. Less as a guest but as a friend
We loved our stay. We were made so welcome. It has always been our intention to return some day!
Only negative feedback was the rather hard beds/mattresses in the room (Azul?) - now 3 years or so back. Hope they are changed for next time we visit you, because the rest is just fantastic and it is the beds holding us a bit back.... :)
replace your coffee machine by a professional one
Wonderful place to stay in real Mallorca.

## Appendix G: Can Feliu Competitive Set Analysis Grids

Can Feliu Wine Tourism Competitor Grid (A)									
Competence		Winery							
		Bodega Son Artigues		Mesquida Mora		Bodegas vi Rei		Angel Bodegas	
Location		7.5 k east of Porreres. IGP Vi de la Terra Mallorca	-	1 k from Porreres on the way to Can Feliu. IGP Vi de la Terra Mallorca	=	14 k south from Llucmajor. 10 min in car to the south beaches. IGP Vi de la Terra Mallorca	+	2 k from Santa Maria del Camí. 15 k north east of Palma de Mallorca halfway to Binissalem	+
Online	Website	<a href="http://sonartigues.com">sonartigues.com</a> Very basic and outdated with almost no information on wine tourism. 3 pages only: Home, Contact & Directions – only in Spanish	-	<a href="http://mesquidamora.com">mesquidamora.com</a> Basic, one page, but with email database sign-up and available in English, Catalan and Spanish. Nothing on visitation to the winery.	-	<a href="http://bodegasvirei.com">bodegasvirei.com</a> Strong, visual, good balance of information and visuals. Excellent job featuring wine tourism products and highlighting groups events. A little impersonal, slightly unauthentic. No online wine shop. Offer online experience bookings and sign up for email list. Responsive to mobile. In English, Spanish and German.	+	<a href="http://vinosangel.com">vinosangel.com</a> Not so advanced or visual, but functional with the necessary info well placed and a strong call to action for winery visits. Video content. No online shop but take online bookings for visits. Content in English, Spanish and German.	+
	Social Media	Twitter: 10 tweets, 26 followers Facebook: 138 likes accounts have not been active since 2017 Instagram: no account 36 posts with #bodegasonartigues	-	Very active, excellent interaction with other brands, aligning with the natural “movement” and trendy wines. Twitter: 1,729 tweets, 1,107 followers Facebook: 1,878 likes 4.9 rating from 14 people Instagram: 350 posts, 1,822 followers	+	Okay. Active, not so many followers. Twitter: 70 followers Facebook: 658 active in promotional events and engagement with followers	-	No Instagram account tagged to the location. Twitter: Facebook: Instagram: Only 173 Followers, but lots of user generated content 175 posts #bodegasangel	-
	Google Ranking*	4 <sup>th</sup> listing for google places under search “Winery tours porreres” and their tripadvisor page has the 5 <sup>th</sup> link listing under “Winery visits Porreres”. 5.0 rating from 10 reviews	-	#1 Listing for “wineries porreres” search. #2 Google places listing for “Winery tours Porreres” and “Winery visits Porreres” after Bodegas Jaume Mesquida (closed indefinitely) 4.8 rating from 11 reviews	+	4.2 rating from 59 reviews. Their oenotourism page on their website is #6 result under “Premium wine Mallorca”	+	4.8 rating from 46 reviews. The only winery website on the first page results for “Winery visits Mallorca” after tour companies. #2 spot for google places.	+
	Trip Advisor	5.0 rating from 18 reviews and is listed as the #1 thing to do in Porreres	+	Not Listed	-	4.5 rating from 25 reviews. Listed as the #2 thing to do in Llucmajor	+	3.5 rating from 3 reviews. Included in Tripadvisor packaged tours 85-100 €	+
	Vivino	4.1 average rating, 51 ratings, 4 wines	+	3.6 average rating, 2,033 ratings, 7 wines. Wine sales activated.	-	3.3 rating from 302 reviews, 20 wines.	-	No presence	-

<b>Products &amp; Services</b>	Tour and tasting of 3 wines with tapenades Take groups	=	Wine tasting and sales at the winery during daily open hours.	-	<ul style="list-style-type: none"> <li>-Guided Tour and Tasting 1 hr (4 wines + delicatessen)</li> <li>-Vineyard tour by mini train with tour and tasting 2 hours 18 €</li> <li>-Premium Tasting (special experience) 60 €</li> <li>-Winery Picnic (basket with food and bottle of wine) 30 €</li> <li>-Walking tour on marked vineyard paths with bottle of water and straw hat 1 hour, 6.50 €</li> <li>-Or come without appointment, open wine tasting and can purchase snacks from the delicatessen.</li> <li>-They also have a hotel Sa Bassa Plana</li> <li>Offer special events like Paella cooking.</li> </ul>	+	Guided tour and tasting with local Mahones cheese, olive oil and bread by reservation. Also open for tastings and wine sales without reservations (15 €).	=
<b>Pricing</b>	Wines: 10-18 €	-	Wines: 10 -18 € Tastings:	-	Wines: 10 € average Guided tour and tasting of 4 wines and snacks: 10 € Other products noted above	+	Wines: 5 - 40 € Guided Tour and Tasting with Mahones cheese and bread 15 €.	=
<b>Hours</b>	Mon. – Fri. 11 am - 5 pm	=	Mon. – Fri. 9 am – 5:30 pm, Sat. 10 am – 2 pm	+	Everyday, Mon-Sun. 10 am – 6pm	+	Mon – Fri 10 am – 5 pm for no reservations. 10 am – 4 pm for reserved visits plus Saturdays 11 am - 3 pm	+
<b>Size &amp; Distribution</b>	Small. Clearly, working with tour companies to bring in visitors and groups such as mallorcaculinarytours.com – No online wine sales	-	15 ha. Small. Distribution of wines internationally to the US. 90-94 point ratings Wine Advocate. Participates in many wine fairs and wine dinners for promotion. Self-promotion for wine tourism. Sells wines online through various retailers.	+	Larger, 85 ha. Founded in 2014. Wines are available at duty free in the Palma Airport.	+	Works a lot with tour companies as part of a packaged tour distributed on TripAdvisor and tour company websites. Visit listed on SeeMallorca.com	+
<b>Brand &amp; Aesthetics</b>	Very low, label feature Mallorcan windmills and wine stain grape bunches; are graphic enough. Traditional Mallorcan stone buildings, updated with floor to ceiling glass window. Traditional with modern edge. Small finca winery, offers direct connection with the owner/winemaker.	=	Hip, young, fresh. Intricate, graphic and bright colored labels. Wines are in burgundy style bottles, popular among natural wines. Strong branding, easily identified. Positions themselves well as biodynamic, on-wine tends and independent. Front gates to the winery are always open during business hours with a sign in front for direct sales.	+	New, commercial, rather upscale, but not luxury, still accessible with touches of Mallorcan tradition. Updating labels to a more modern look but with a natural color palate and a nod to tradition. Complete offering from wine experiences, special events and accommodation. Hotel website notes "Natural Paradise".	=	Clean, simple, bold color labels with wine splatters as design element. Name Angel is prominently featured on packaging. Traditional stone buildings with the huge, traditional mallorcan wine barrels to decor. Quaint patio with updated wicker tables.	=
	Comp Score:	-4	Comp Score:	0	Comp Score:	6	Comp Score:	3

Can Feliu Wine Tourism Competitor Grid (B)						
Competence		Rural Hotel/Agroturismo				
		Sa Bassa Rotja		Son Mercadal		Ses Vistes
Location		3.3 k southwest of Porreres	-	5 k southwest of Porreres	-	3.1 k northwest of Porreres
Online	Website	<a href="http://sabassarotja.com">sabassarotja.com</a> Very good, graphic, fresh, invokes the experience and brand very well. Home page highlights the main draws and competitive assets such as their experiences, restaurant, spa, cycling and event services. Offer a 10% discount when you subscribe to their email list. Website in Spanish, English, German, Swedish and French.	+	<a href="http://son-mercadal.com">son-mercadal.com</a> Simple design, but functional. Features their promotions and activities in the area, but is rather superficial and not directly connected with the property. A lot of stock photo usage makes the site a little impersonal. Features event services and offers a photo gallery. No email sign-up. Does have a live-chat function and promo offer pop-up window. Available in English, Spanish and Catalan.	-	<a href="http://agroturismosesvistes.com">agroturismosesvistes.com</a> Modern website, fresh and light. Content driven with gallery and blog and good information about the surrounding area and things to do. Also have an enewsletter sign up. Highlight advantages of direct booking on their website.
	Direct Booking Engine	Easy to use, offers packages with the ability to add on services (breakfast and full pension) to any rate.	+	Compare tool to see booking.com and expedia rates in their booking engine. Offers review ratings from other sites like tripadvisor and booking.com. Ability to offer add-ons to the room (candies ect.).	=	Simple, not so well integrated with the website and branding. Offer 5% discount on their website
	Social Media	Active and show consistent branding, only 7 posts with their hashtag, low user generated content, but good interaction. Posts in Spanish and English. Facebook: 3,145 likes, 4.9 out of 5 rating from 125 people Instagram: 114 posts, 642 followers	+	Not very active. Content on the lower quality scale. Social media not linked to website. Facebook: 1,308 likes, 4.9 out of 5 rating from 26 people Instagram: 11 posts 129 followers, posts same content as on Facebook.	-	Quite active, good at promoting their property, but it is single sided and no live photos with people or interaction with other local brands. Facebook: 5 out of 5 rating from 30 people, 2,526 likes Instagram: 244 posts, 417 followers
	Google Ranking*	4.6 from 180 Reviews #1 place listing for search "Agroturismo Porreres" #1 place listing for "Rural Hotel Porreres"	+	4.3 from 29 reviews #4 place listing for search "Agroturismo Porreres"	-	4.8 from 43 reviews #1 place listing for search "Farm stay Porreres" #2 place listing for search "Agroturismo Porreres"
	Trip Advisor	4.5 out of 5 from 251 reviews #1 Best Value of 7 places to stay in Porreres (Aug 24-27) Has special offer activated for TA	=	4.5 out of 5 from 72 reviews #3 Best Value of 7 places to stay in Porreres (Aug 24-27)	=	5 out of 5 from 38 reviews #5 Best Value of 7 places to stay in Porreres (Aug 24-27)
Products & Services		Offer promos and packages such as: golf package, last minute summer deal 30% off, winter deal 30% off Offer Experiences: Yoga class, Herbal course, Wine tasting, Cultural guide, biking, boat excursion, horseback riding.  Services: Ecological garden Outdoor pool and deck	+	Offer special promotional packages such as Easter special, romantic get-a-way and Almond trees in bloom Feb-March.  Outdoor pool Free parking Free wi-fi Events: Weddings and private parties	+	Very few services No special packages or promotions  Outdoor pool Terraces Free parking Free wi-fi Breakfast included



	Free Parking Game room Table tennis table Free Spa access Bicycle rental Fitness room and yoga room Tennis courts with night lighting Events: Weddings, Companies and celebrations Full service restaurant open all day; dinner, snack and drink menus.		Full service restaurant breakfast, lunch and dinner as well as a bar and cocktail menu served all day		
<b>Pricing**</b>	Suite: Aug 24-27 2019, Flexible rate on website, room only: 796,00 € + Breakfast 32 € + Full Pension 92 €	+	Suite: Aug 24-27 2019, Flexible rate on website, room only: 525 €  "Website exclusive rate"	+	Suite: Aug 24-27 2019, Flexible rate on website, breakfast included: 662.15 €
<b>Size</b>	38 rooms	+	8 rooms	-	12 rooms
<b>Brand &amp; Aesthetics</b>	Ecotourism branded very well. Show a commitment to sustainability with their mission statement on the website and gold certification for sustainability badge on their website. This extends to providing a good work environment to the staff and they proudly showcase their staff on the website. The look is traditional, Mallorcan stone houses with well-manicured gardens and tasteful traditional furnishing and modern amenities.	+	Very traditional, décor is slightly outdated but still elegant with use of candle lighting. Traditional <i>finca</i> houses of stone. Over use of stock photos in marketing muddles the brand image and message. Seems they are trying to evoke some trendiness, but the aesthetics are so traditional. Branding is not so strong. Do not feature the natural surroundings or derive a strong sense of place.	-	Focus on privacy and tranquility turning to a more modern luxurious version of an agroturismo. Strong focus on nature and cultural riches of location, but with all the modern comforts. Respectful of tradition and the environment, bowing to sustainability, however with little proof of how they achieve this (slight greenwashing). Clean, white linens, simple and fresh.
	Comp Score:	7	Comp Score:	-4	Comp Score:
					5

\* All google ranking searches were performed in Porreres, Mallorca using a private window Firefox browser to evade biases in search results based on browser history


\*\* **Can Feliu pricing at time of analysis:** 447,45 € / Aug 24-27 2019 / Junior Suite / 25.55 € for breakfast

## Screen shots:

**Google** Winyery Porreres

Todo Mapa Noticias Shopping Imágenes Más Configuración Herramientas

Aproximadamente 76.600 resultados (0,57 segundos)



**MESQUIDA MORA SL**  
Cami de Sant Joan - 687 97 14 57  
Cerrado - Abre a las 9:00 las lun.

**Bodegas Jaume Mesquida**  
Carrer de la Vinya, 7 - 971 64 77 10  
Cerrado - Abre a las 9:00 las lun.

**Bodega Can Felu**  
Cami de sa Serra, Km 1.2 - 971 94 41 53

Más locales

**Google** Rural hotel porreres

Todo Imágenes Mapa Noticias Shopping Más Configuración Herramientas

Aproximadamente 271.900 resultados (0,88 segundos)

**Rural Hotel | Porreres**

Acercar de estos resultados

Mañana mar., 28 may. 2

Favoritos de los huéspedes Económicos De lujo Oferta

**Sa Bassa Roja Ecoturisme**  
4.8 ★★★★★ (183)  
110 €  
Wi-Fi gratuito

**Hotel Rural Es Riquens**  
4.8 ★★★★★ (27)  
101 €  
Wi-Fi gratuito Desayuno gratuito

**Can Felu**  
4.7 ★★★★★ (60)  
112 €  
"Fui a una comida de trabajo."

**HOTEL RURAL SA POSADA D'AUMALLIA**  
4.5 ★★★★★ (58)  
100 €  
"Tranquilos amantes y buenas instalaciones."


Ver 342 hoteles

Sa Bassa Roja Ecoturisme | Hotel Rural & Spa en Mallorca | Porreres

**Google** Porreres things to do

All Maps Images News Shopping More Settings Tools

About 245,000 results (0.74 seconds)



**MESQUIDA MORA SL**  
4.8 ★★★★★ (11) Winery  
Cami de Sant Joan  
Closed - Opens 9AM Mon  
"There is A very nice woman who make sure you feel..."

**Santuari de Mont-Sion**  
4.4 ★★★★★ (223) Church  
Unmarked Rd

**Bodega Son Artiques**  
5.0 ★★★★★ (10) Winery  
Cami de Son Artiques

More places

**Google** agroturismo porreres

Todo Mapa Imágenes Noticias Shopping Más Configuración Herramientas

Aproximadamente 170.000 resultados (0,80 segundos)

**Agroturismo | Porreres**

Acercar de estos resultados

Mañana mar., 28 may. 2

Favoritos de los huéspedes Económicos De lujo Oferta

**Sa Bassa Roja Ecoturisme**  
4.8 ★★★★★ (183)  
110 €  
Wi-Fi gratuito

**Agroturismo Ses Vistes**  
4.8 ★★★★★ (43)  
"Totalmente recomendable"

**Can Felu**  
4.7 ★★★★★ (60)  
112 €  
"Fui a una comida de trabajo."

**Son Mercadal**  
4.3 ★★★★★ (29)  
95 €  
"Los propietarios y todo el personal son"

Más hoteles

## Appendix H: Can Feliu Brand Standards

The following guidelines were developed as part of the Can Feliu SBMC plan's stagey and are based on the key findings of the plan's research and analysis. It was used to direct all creative marketing communications produced as part of the tactical plan.

### Mission and Vision

Can Feliu wants to make great moments happen. Moments that can only happen when visiting a rural paradise that gives the warm, familiar welcome of a vacation home away from home, and where land's gifts are treasured and crafted into meaningful products. Moments that never happen alone, but that are shared with the best of company. Moments like opening a bottle your very own wine for the first time, or serving a giant Paella on the grill to all your closest friends. Because we believe that all great things are meant to be shared and preserved, like wine and nature.

### Values

Friendly	Health	Generous
Peaceful	Understanding	Hospitable
Organic/ Biodynamic	Welcoming	Social
Preservation (Culture & Nature)	Helpful	Familial
	Qualitative	Inclusive

### Tone of Voice

Tone of voice and language use is casual, friendly, yet polite, respectful, thankful, inclusive and welcoming. At times, more philosophic and meaningful, while still keeping it light and fun. When appropriate, it can be a little indulgent and bon-vivant regarding food and wine. We speak in "we to you."

### Key Messages

- We love our lifestyle in our little, rural paradise, we love what we do, and we love to welcome new faces to share it all with
- We want to make people happy with our products and work hard to make them the right way, with respect to nature
- Once a guest, a life-long friend who is always welcome – and we really care about their well-being

- We consider our clients as good friends; friendships is reciprocal, we give back to one another equally
- Our products are not better because they are organic/biodynamic, but they are “cleaner” and healthier for you and the environment
- Our products are high-quality, gastronomic and award winning
- We produce biodynamically, this means we do not use synthetic chemical fertilizers, herbicides, pesticides or fungicides, only natural compounds and fertilizers
- We do not attempt to control nature, we work with what it will give and help promote a natural, ecological balance in the vineyards

## Brand Logo

The following are the correct usage examples of the brand logo:

### Vertical, Stacked Logo (no subtext)



### Horizontal Logo (no subtext)



When placed on a dark or colored background such as a photo, an all-white logo should be used. An all-black logo can be used for one-color printing.

**Usage exceptions:** On the website the horizontal logo with “Egoagroturimso” can be used to differentiate the hotel site from the bodega. And on some signage, the logo is large enough that subtext below can be read. In most cases, only the brand logo should be used with no subtext.

## Brand Icon:



## Brand Colors

**Blue:** #38b6ff

**Red:** #8c1d3d

**Orange:** #e07510

**Green:** #448028

## Imagery and Aesthetics

Soft but bright, colorful Images of nature, *finca* and animal life with wine landscapes, moments of enjoyment of products (wine, oil) accompanied by local food and the outdoors, life on the terrace and by the pool. Images of harvesting, work in the vineyards and olive groves, plus of the design and aesthetic details of the décor and traditional Mallorcan style.

## Materials and Packaging

For print communications to guests that are text-heavy, and gift boxes and bags for wines: use natural feeling and looking materials, beige and recycled paper with visible particles and rattan string for a rustic and authentic look.

For marketing materials and signage heavily photographic, glossy white, light paper can be used to ensure clean images, but not to appear to waste resources with heavy stock.

In all cases, whenever possible recycled materials should be used to be as environmentally minded as possible while still accomplishing marketing communications goals.

**Wine Labels:** Simplified wine label featuring the brand colors and logo prominently, with the grape legible. Materials that are high-quality, but as environmentally minded as possible.

## Appendix I: Tasting Bar Concept Planning Documents

### Supply List with Costs:

Can Feliu Wine Bar Concept			Minimum items needed to start			Hours of Operation	
Supply Lists and Costs			Essential items for the concept			Seating Capacity	
			Items to ensure the very best visitor experience			46 pp wine bar	
						32 pp group/private area, groups by reservation	
Note/Status	Category	Product	Units	Cost per Unit	Total Cost	Supplier/Order Link	Description
Done	Bar-	Logo-Wine-Glasses	250	€2.50	€625.00	<a href="http://www.cristafiel.es/">http://www.cristafiel.es/</a>	When selling wine at our prices it is important to serve in nice glassware with no marks from dishwasher or chips. I have noticed many of the current glasses with these issues. Also these can be sold in the shop as souvenirs.
Done	Bar-	Bar-stool-for-barrel-tables	8	€30.00	€240.00		
Done	Bar-	Napkins (pack)	4	€2.00	€8.00		
Done	Bar-	Small-Forks	27	€0.00			Had in kitchen
Done	Bar-	Small-Spoons	25	€0.00			Had in kitchen
Done	Bar-	Water-glasses	24	€0.50	€12.00		
Done	Bar-	Wine-chillers	10	€11.08	€110.80	<a href="https://www.amazon.es/Koala-International-Funda-Manga-enfriadora/dp/B00BHY9UFX/ref=cm_cr_arpd_product_top?ie=UTF8&amp;th=1">https://www.amazon.es/Koala-International-Funda-Manga-enfriadora/dp/B00BHY9UFX/ref=cm_cr_arpd_product_top?ie=UTF8&amp;th=1</a>	has guard to keep the wine bottle from falling out of the bottom when carrying
Done	Bar-	Espresso-Cups	9	€0.00			Had in kitchen
Done	Bar-	Plastic-menu-displays-	6	€6.50	€36.00	bought 6 we, we have 3 at winery	
Done	Drinks	Espresso-pods-(eco)	on-going			<a href="https://caffination.be/collections/coffee-capsules/products/specialty-coffee-capsules-nespresso-compatible-roasted-per-10">https://caffination.be/collections/coffee-capsules/products/specialty-coffee-capsules-nespresso-compatible-roasted-per-10</a>	Eco-capsules
Done	Drinks	Tea-bags	on-going				
Done	Drinks	Sodas	on-going				
Done	Drinks	Beer	on-going				
Done	Food	Plastic-containers	6	€3.00	€18.00		
Done	Food	Cheese-	on-going				
Done	Food	Fuet	on-going				
Done	Food	Chorizo	on-going				
Done	Food	Bread	on-going				
Done	Food	Olives	on-going				
Done	Food	Tomatoes	on-going				
Done	Food	Coarse-Salt	on-going				
Done	Food	Mallorca-crackers	on-going				
Done	Kitchen-utilities	Bread-toaster	1	€20.00	€20.00		
Done	Kitchen-utilities	Hot-water-kettle	1	€12.00	€12.00		
Done	Office	Blank-sticky-labels-(Pack)	1	€5.00	€5.00		To mark open dates on wines and food items
Done	Office	Permanent-markers-(Box)	1	€7.00	€7.00		To mark open/good through-dates on food items
Done	Office	Menu-Paper-(Pack)	2	€8.95	€17.90	<a href="https://www.amazon.de/Kraftpapier-Naturkarton-hochwertige-Qualit%C3%A4t-Kraftkarton/dp/B06X94WLS8/ref=pb_sbs_229_2/257-6271720-2096167?_encoding=UTF8&amp;pd_rd_r=B06X94WLS8&amp;pd_rd_r=546a4851-85cf-11e9-9ba9-efcd7dbb5ae8f&amp;pd_rd_w=BBaZM&amp;pd_rd_wg=z3kX0&amp;pf_rd_p=74d946ea-18de-4443-bed6-d8837f922070&amp;pf_rd_r=DX69HS70V8DE0Y1AEYC2&amp;psc=1&amp;refRID=DX69HS70V8DE0Y1AEYC2">https://www.amazon.de/Kraftpapier-Naturkarton-hochwertige-Qualit%C3%A4t-Kraftkarton/dp/B06X94WLS8/ref=pb_sbs_229_2/257-6271720-2096167?_encoding=UTF8&amp;pd_rd_r=B06X94WLS8&amp;pd_rd_r=546a4851-85cf-11e9-9ba9-efcd7dbb5ae8f&amp;pd_rd_w=BBaZM&amp;pd_rd_wg=z3kX0&amp;pf_rd_p=74d946ea-18de-4443-bed6-d8837f922070&amp;pf_rd_r=DX69HS70V8DE0Y1AEYC2&amp;psc=1&amp;refRID=DX69HS70V8DE0Y1AEYC2</a>	100 post-consumer recycled paper natural colors to match our bio image

Done	Office	Logo Pens	500	€0.32	€160.87	<a href="https://www.helloprint.es/paperwritepens-orange-1color-100-days?view=cat-sku">https://www.helloprint.es/paperwritepens-orange-1color-100-days?view=cat-sku</a>	eco-friendly-to-match-our-image	
Done	Office	Receipt Paper (20-Rolls)	4	€30.00	€30.00	<a href="https://www.amazon.es/gp/product/B0756BPCGZ/ref=ox_sc_aot_title_1?smid=A128M1CL51XEUW&amp;pse=1">https://www.amazon.es/gp/product/B0756BPCGZ/ref=ox_sc_aot_title_1?smid=A128M1CL51XEUW&amp;pse=1</a>		
Done	Shop	Wine-bags	100	€0.00			Already had some un-branded	
Done	Shop	Corkscrews	12				Have some already as promotional items - to put in the shop with price	
Done	Shop	Beach-bag	30	€12.00	€360.00			
Done	Shop	Tee-shirts	12				Already had some polos and tee shirts with logo	
Done	Technology	Desktop Printer	4				Already had an extra	
Done	Technology	Receipt Printer	4				Winery has one, needs new cable	
Done	Technology	SKU-Scanner	4	€26.00	€26.00	<a href="https://www.amazon.es/gp/product/B07JJD3SRG/ref=ox_sc_aot_title_3?smid=A1KWRWLHZCXPX7&amp;pse=1">https://www.amazon.es/gp/product/B07JJD3SRG/ref=ox_sc_aot_title_3?smid=A1KWRWLHZCXPX7&amp;pse=1</a>		
Done	Technology	Serial Receipt Printer cable	4	€9.95	€9.95	<a href="https://www.amazon.es/gp/product/B00L8Kl6TS/ref=ox_sc_aot_title_2?smid=AE89F56C3A306&amp;pse=1">https://www.amazon.es/gp/product/B00L8Kl6TS/ref=ox_sc_aot_title_2?smid=AE89F56C3A306&amp;pse=1</a>	Cable for receipt printer	
In-Progress	Technology	TPUV	4				Will Use WGeSt Accounting Program	
TBD	Bar	Lounge furniture & seating cushions				<a href="https://www.ikea.com/es/es/productos/sofas-sillones/sofas-jardin/mastholmen-sof%C3%A1-2-plazas-exterior-art-00339204/">https://www.ikea.com/es/es/productos/sofas-sillones/sofas-jardin/mastholmen-sof%C3%A1-2-plazas-exterior-art-00339204/</a>		
TBD	Entertainment	Set of horse shoes	1				Can make if we find used horseshoes and stakes	
TBD	Entertainment	Set for bean-bag-toss	1				Can make out of a old barrel	
TBD	Events	Picnic Tables	2	€149.00	€298.00	<a href="https://www.amazon.es/Evergreen-picnic-cerveter%C3%ADas-impregnada-EG51785/dp/B077YM7FYR/ref=lp_5940614031_1_6?s=lawn-garden&amp;ie=UTF8&amp;qid=1553450310&amp;sr=1-6">https://www.amazon.es/Evergreen-picnic-cerveter%C3%ADas-impregnada-EG51785/dp/B077YM7FYR/ref=lp_5940614031_1_6?s=lawn-garden&amp;ie=UTF8&amp;qid=1553450310&amp;sr=1-6</a>		
	Bar	Tea Cups	6	€3.00	€18.00			
	Drinks	Grape juice boxes for kids	on-going					
	Drinks	Sparkling water	on-going					
	Drinks	Bottled water	on-going					
	Kitchen utilities	Ice Maker or freezer	1	€100.00	€100.00		Need some way to have ice for the Sangria and freeze ice chillers	
	Office	Paper cutter	1	€13.00	€13.00		need it to properly cut menus and tags	
	Shop	Frames to display signs & awards	4	€15.00	€60.00			
	Shop	Sun protection on Windows	1	TBD			Need some sun protection for the windows of the shop to protect the wines.	
	Shop	Bubble Wrap (Roll)	1	€10.00	€10.00			
	Shop	Tape & dispenser	1	€8.00	€8.00			
	Shop	Labels for Bags + Boxes	1000	€0.15	€150.00		Kate to design and go through Carlos to print a roll in color	
	Shop	Plastic wine glasses	32	€3.75	€119.84	<a href="https://govino.com/collections/frontpage/products/go-anywhere-12-oz-white-and-pink-wine?variant=12331168661609">https://govino.com/collections/frontpage/products/go-anywhere-12-oz-white-and-pink-wine?variant=12331168661609</a>	4 pak dishwasher safe. Min 72 units to customize with logo - we could sell in the shop and offer to be used at the pool	



Shop	Beach towels logo	25	€30.64	€765.92	<a href="https://www.helloprint.es/totalasimpresasadecolor-100x180cm-25-days18#final">https://www.helloprint.es/totalasimpresasadecolor-100x180cm-25-days18#final</a>	
Technology	Speaker	1	€50.00	€50.00		Speaker with bluetooth/phone hook-up to play music in the tasting room/shop
Total			€3,291.28			

### Proposed Tasting Room Layout:





## Proposed Tasting Bar Menu (Cost/Price Analyzed)

Front/Snacks:



### TASTING BAR MENU

**WINE TASTING FLIGHTS** 10 €

A tasting of 3 wines. Choose any 3 wines from the by the glass list.

**WINE BY THE GLASS**

Blanc d'Alens 2017	5 €
Rosat d'Alens 2018	5 €
Alè d'Alens (Red Blend) 2010	7 €
Alè de Sirà 2014	7 €
Alè de Cabernet Sauvignon 2017	7 €

**WINE BY THE BOTTLE**

Open any bottle in the Can Feliu wine shop. See bottle list on reverse side.

**PARA PICAR**

Tabla Mixta meats, cheese, olives and crackers	14 €
Cheese	5 €
Fuet	5 €
Cherzio	4 €
Mallorcan Olives	3 €
Pan con Tomate + Son Naava Olive Oil	4 €

**DRINKS**

Beer	2 €
Juice	3 €
Soda	2 €
Espresso or Tea	2 €
Sparkling Water	2 €

Served 14h00 to 18h00 from Tuesday to Saturday  
at the Can Feliu Bodega Tasting Bar + Terrace

Back/Wines by the Bottle:



### WINE LIST

**WHITE**

Blanc d'Alens 2017	14.50 €
La Barrica 2016	18 €
Project S'Almudaina Blanc 2018	22 €

**ROSÉ**

Rosat d'Alens 2018	14.50 €
Project S'Almudaina Blanc 2018	22 €

**RED**

Capxerigany 2009	14.50 €
Alè d'Alens 2010	18 €
Alè de Sirà 2014	18 €
Alè de Merlot 2016	18 €
Alè de Cabernet Sauvignon 2017	18 €
Bullfish 2012	35 €

**RESERVE**

Special aged wine from our Library Collection,  
served decanted

Alè de Sirà 2007	28 €
Binerbo 2005	30 €

Wine by the bottle available in the Can Feliu Wine Shop open Tuesday - Saturday 14h00 to 18h00



## Proposed lawn games for in front of vineyard:



Source: <https://dissolve.com/stock-photo/Family-playing-horseshoe-game-Providenciales-Turks-Caicos-royalty-free-image/101-D25-47-718>



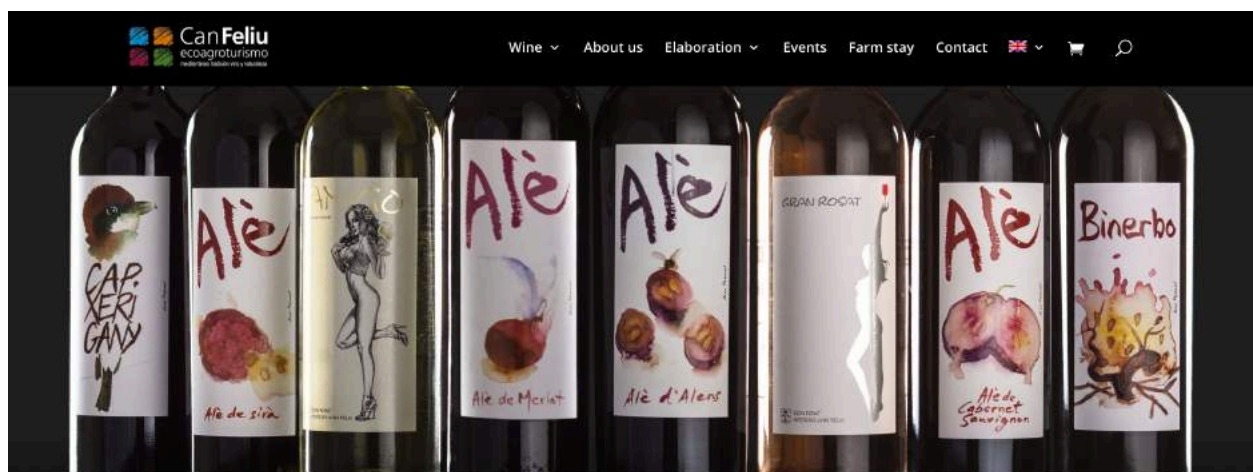
Source: <http://www.barrelloss.com/wp-content/uploads/2016/04/Quarter-Barrel-Set-1024x528.jpg>

## Appendix J: Website Content and Functionality Analysis with Recommendations

The following analysis was completed as part of the action plan correlating to the tactic for website content marketing. Beyond the content and user-facing functionalities on the website it has been identified that **Google Analytics** needs to be properly installed on the sites to start tracking key data. In addition, a site map for each website should be submitted to **Google Search Console** to improve search visibility and usability of the site from search results.

### Bodega

<https://bodegacanfeliu.com/>



- **Global Notes:**
  - Should have the same look and feel, same template, same logo positioning as the hotel website. Visitors should move seamlessly between them even though they are two different sites, they should look and feel that they are the same brand.
  - Site colors should match brand colors in logo
  - Logo should be updated to the horizontal brand logo without subtext (text is too tiny to read)
  - Need to incorporate links and or content from social media channels
  - Suggest to add a section/area for press, to host a press kit and hi-res photos and logos for their easy retrieval.
- **Home page:**
  - Should not only feature the online shop, too aggressive sales messaging. Should give the overall experience and feel for the wines as part of the brand. This does not look like a sustainable, biodynamic winery from the look and feel of the website.
  - Suggestions:
    - rotating header images or a header video:

- A selection of 3-5 images that represent the winery's identity and all they offer, including a photo of Carlos Feliu would be smart
- Need more photography for the site, pictures of the crew, harvest time, wine bar and shop and wine experiences
  - Suggest to hire a photographer/videographer around harvest time to capture the full experience of the winery and the mature fruit.
- 3 call to action boxes which feature and link to more information on:
  - Wine tasting bar and shop offer and hours (for locals and tourists)
  - Our wines/online sales (distant customers)
  - Wine experiences and events (for locals and tourists)
- **Update navigation and content structure as follows to try to eliminate dropdown menus (passé):**
  - Wines
    - Page contains the wines to purchase
    - Include a printable PDF tech sheet on each wine
    - Feature awards
  - Roots
    - History of Bodega and farm
  - Methods
    - Features the viticulture and winemaking practices, and quality certifications
  - Visit
    - Wine Bar + Shop
    - Wine + Food experiences (BBQ, reserve tasting, olive oil mill, pairing lunch etc.)
    - Events (promotional tastings schedule, other special)
    - Group visits (Features offers for group reservations)
    - **MUST have bookable experiences that can be reserved online**
    - Overnight experiences (links to hotel site – special rates and packages)
  - Join
    - Tu Crianza Project
    - Case club
    - **Email list signup**
    - Add logo merchandise to online shop to display here
  - Friends
    - Show the restaurants who serve Can Feliu wines, local shops that carry Can Feliu, other local business that are worked with, some clients' businesses from around the world (ex: <https://www.beitomschy.at/>)
  - Contact
    - Add office hours, and business hours for shop and wine bar

## Ecoagroturismo (Rural Hotel)

<http://canfeliu.es/>



- Does a better job than the winery website at evoking a sense of place. Also needs some more pictures, a few with people enjoying activities and the wines would show the atmosphere better and set the expectation to experience the wine tourism offer.
- Could use rotating header images also to feature promotions and special offers, or video content.
- **Suggested new site structure/navigation:**
  - Rooms:
  - Promotions & Packages
    - Seasonal packages with extras included/special rates
    - Weekend packages for the fringe seasons
  - Experiences:
    - Gastronomy
      - Breakfast from the farm
      - Dinners
      - BBQ, paella nights, tapas nights, pa amb oli
      - Olive Oil Mill and Olive Oil Production
    - Wine (Link to Winery site)
      - Wine Tasting Bar
      - Experiences
      - Group offers
    - Nature & The Outdoors
      - Pool
      - Complimentary Use of Bikes
      - Farm Animals
      - Picnics (Wine Beach Bag + Picnic Pack)
    - Local Discoveries
      - Local area attractions & recreation
      - Need to add content under the following topics. Linking to sites, highlighting the advantages of the location
        - Biking

- Beaches
    - Golf
    - Hiking
    - Villages
    - Culture
  - Private Events
    - Information on planning private events
  - Ecoshop (online shop could connect to the winery)
    - Olive Oil
    - Logo gear
  - My Reservations
  - Location
- Footer:
  - Need to integrate social media links (Instagram)
  - Could add area for awards rating badges from TripAdvisor etc.
  - Sign-up for email list (in footer or pop-up)
  - Link to press section (same as winery)
- Booking Engine
  - Home page booking widget should be visible when the page is first hit without scrolling. Currently, on a small laptop screen, you have to scroll down to see it.
  - Should explore the option to add extras to stay, like a wine beach bag and picnic



## Appendix K: Suggested Property Signage

Indicated below are the locations (in photos) and signage (in text) suggested to be installed for ease of guest access and better direct them where to go upon arrival, especially for winery visitors. Currently, the direction to the winery is not marked nor are the parking area.



←  
**HOTEL RECEPTION**



Can **Feliu**  
HOTEL      BODEGA



←  
**BODEGA**



← WINE TASTING



Can**Feliu**



WINE TASTING / WINE SHOP

Update to one, higher quality sign that also signals wine tasting and sales with the opening hours.

## Appendix L: Tasting Room and Wine Shop Photos

Before:





After:



## Appendix M: Old Marketing Materials

# Hotel Brochure



## Winery Brochure:



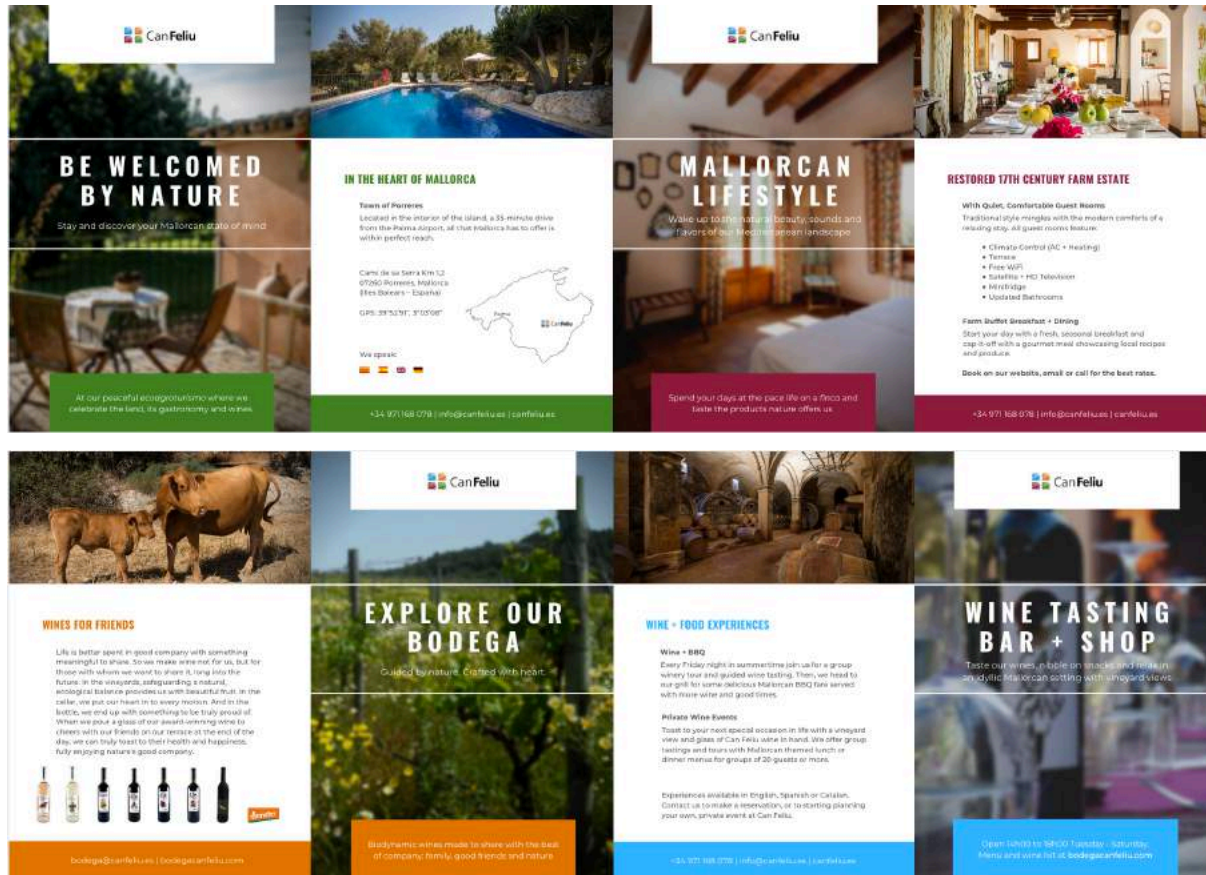
## Wine Tourism Brochure:



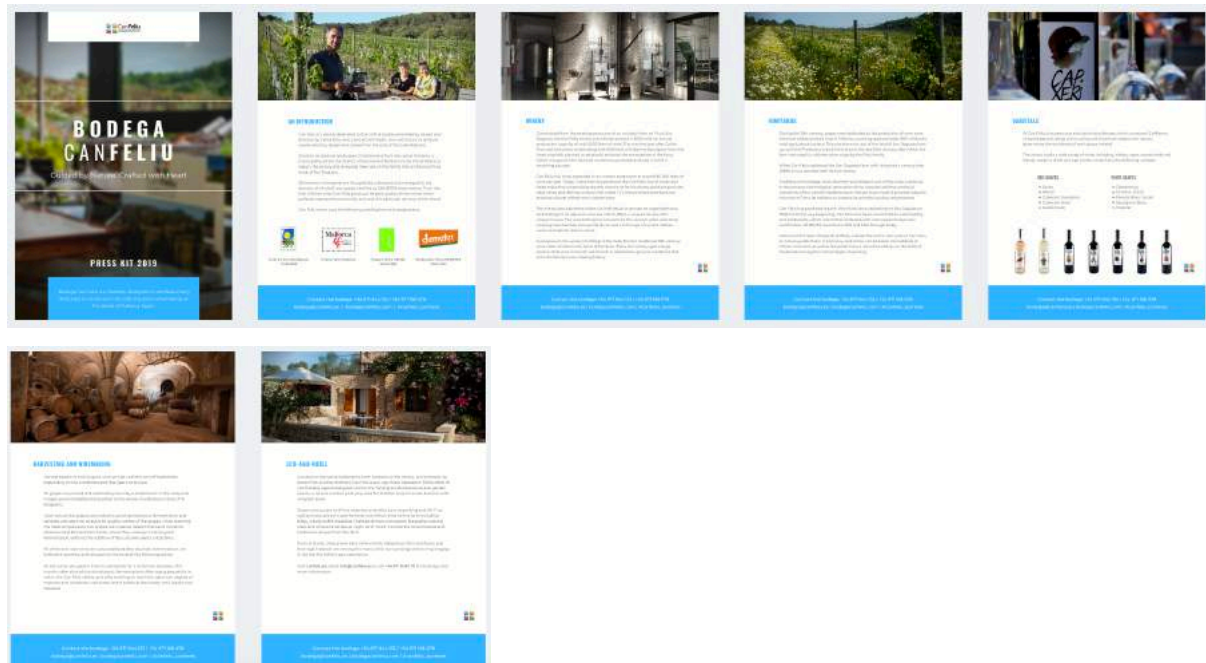


## Appendix N: New Marketing Materials

### Brand Brochure (Hotel + Winery):



### Winery Press Kit:



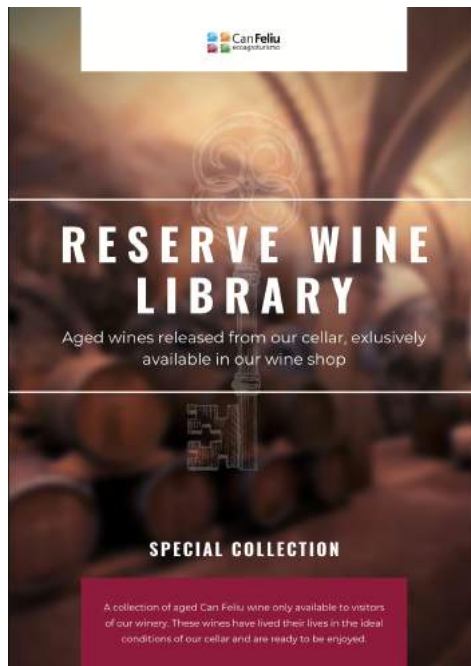
## Tú Crianza Project Brochure:



## Tasting Room Materials:



## Flyers/Posters:



## Shelf Talkers:





## Magazine Advertisement:



**CanFeliu**

Guided by nature.  
Crafted with heart.

**AWARD-WINNING CABERNET SAUVIGNON**

You can't beat nature, so we play on her team. The result? Nothing short of amazing, a pure, beautiful, bottled expression of the best she can give us. Proudly Mallorcan, proudly gold-medaled.

**Sample**

Come taste and discover Can Feliu at our tasting room and shop:  
Cami de sa Serra Km 1,2 | 07260 Porreres, Mallorca  
+34 971 16 80 78 | canfeliu.es

## Promotional Graphics:

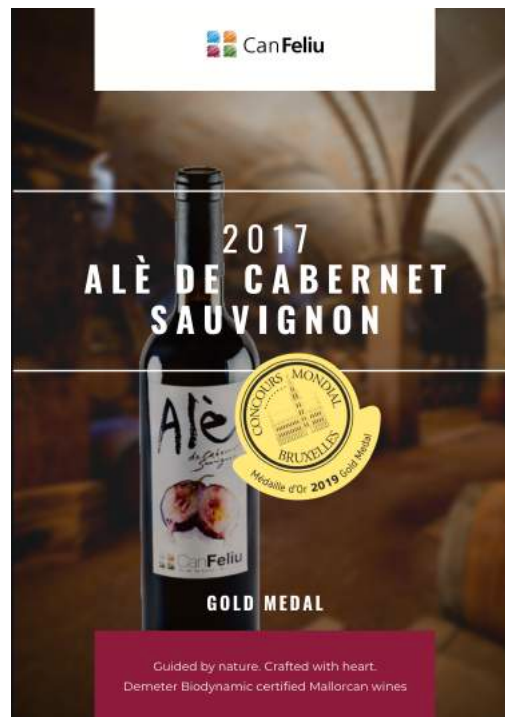


**CanFeliu**

**2018  
SON NAAVA EXTRA  
VIRGIN OLIVE OIL**

**SILVER MEDAL**

Guided by nature. Crafted with heart.  
Demeter Biodynamic certified Mallorcan olive oil



**CanFeliu**

**2017  
ALÈ DE CABERNET  
SAUVIGNON**

**GOLD MEDAL**

Guided by nature. Crafted with heart.  
Demeter Biodynamic certified Mallorcan wines

Business Card Tasting Bar and Wine Shop:



Wine Label for Wine Bags and Gift Boxes:

